

## PROGRAM IV: GENERAL GOVERNMENT SERVICES

### Summary of Appropriations and Revenues

Agency	Agency Name	FY 2005-2006 Appropriations	FY 2005-2006 Revenue	FY 2005-2006 Net County Cost
002	Assessor	31,785,410	6,720,825	25,064,585
003	Auditor-Controller	16,141,137	6,949,005	9,192,132
006	Board of Supervisors - 1st District	787,924	0	787,924
007	Board of Supervisors - 2nd District	776,420	0	776,420
008	Board of Supervisors - 3rd District	746,293	0	746,293
009	Board of Supervisors - 4th District	753,291	0	753,291
010	Board of Supervisors - 5th District	789,496	0	789,496
011	Clerk of the Board	2,690,320	121,100	2,569,220
017	County Executive Office	18,198,951	2,193,000	16,005,951
025	County Counsel	8,675,732	1,834,000	6,841,732
031	Registrar of Voters	11,001,908	500,000	10,501,908
054	Human Resources Department	2,365,269	4,000	2,361,269
059	Clerk-Recorder	10,240,360	16,490,776	(6,250,416)
074	Treasurer-Tax Collector	14,234,217	10,507,422	3,726,795
079	Internal Audit	2,481,091	37,440	2,443,651
	GENERAL FUND SUBTOTAL	121,667,819	45,357,568	76,310,251
107	Remittance Processing Equipment Replacement	391,866	391,866	0
127	Property Tax Admin State Grant	17,095,620	17,095,620	0
12D	Clerk Recorder's Special Revenue Fund	6,008,500	6,008,500	0
135	Real Estate Development Program	926,859	926,859	0
	OTHER FUNDS SUBTOTAL	24,422,845	24,422,845	0
	TOTAL - GENERAL GOVERNMENT SERVICES	146,090,664	69,780,413	76,310,251

## 002 - ASSESSOR

### Operational Summary

#### Mission:

To serve the citizens of Orange County by valuing all legally assessable property with uniformity and impartiality, producing property tax assessment rolls in accordance with the laws of the State of California, and helping property owners to understand their property valuations.

#### At a Glance:

Total FY 2004-2005 Actual Expenditure + Encumbrance:	28,773,952
Total Final FY 2005-2006	31,785,410
Percent of County General Fund:	1.21%
Total Employees:	337.00

#### Strategic Goals:

- Identify and properly value all taxable property in Orange County.
- Make property valuation information more accessible and easier to understand.
- Enhance operational efficiency and productivity through the implementation of new technology, policies and procedures.
- Encourage employee development by providing access to relevant training opportunities.

#### Key Outcome Indicators:

Performance Measure	2004 Business Plan Results	2005 Business Plan Target	How are we doing?
<b>VALUE ALL TAXABLE PROPERTY IN ORANGE COUNTY.</b> <b>What:</b> Fulfills the Assessor's Constitutional mandates. <b>Why:</b> Implements the provisions of Proposition 13 and other property tax laws.	Valued 845,293 real property parcels and 165,814 business/personal property accounts.	Continue to value all taxable property in the County.	We continue to respond to market dynamics and real estate transactions that have increased significantly from year to year, as well as changes in property tax laws and a workload that is increasing and shifting continually.
<b>PUBLISH THE SECURED AND UNSECURED ASSESSMENT ROLLS OF VALUE EVERY JULY.</b> <b>What:</b> Fulfills the Assessor's Constitutional mandates. <b>Why:</b> Establishes the basis for property tax assessments that fund schools and local government services.	Published the secured and unsecured assessment rolls in July 2004.	Publish the secured and unsecured assessment rolls in July 2005.	We are in the process of valuing all taxable property in the County for the FY 2005-06 assessment rolls of value.
<b>IMPLEMENT HOMEOWNER, VETERAN &amp; INSTITUTIONAL EXEMPTIONS FOR ELIGIBLE INDIVIDUALS AND ORGANIZATIONS.</b> <b>What:</b> Limits or reduces taxable value, as mandated by the State Constitution. <b>Why:</b> Qualifying individuals and organizations receive the tax-saving benefits of these exemptions.	More than 500,000 Homeowner, Veteran and Institutional exemptions were enrolled.	Implement exemptions in accordance with property tax laws.	We process claims and application forms on a continuous basis.

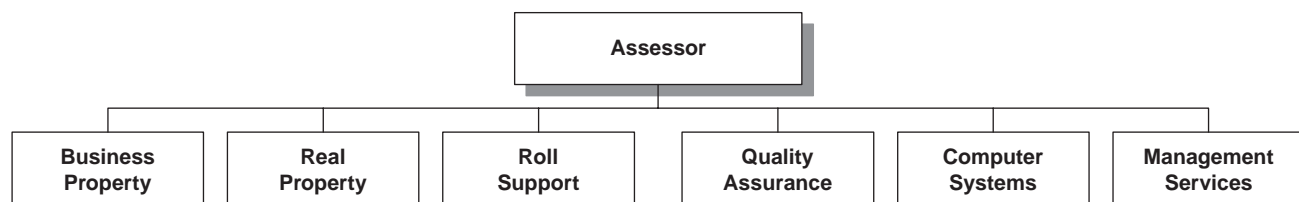
## Key Outcome Indicators: (Continued)

Performance Measure	2004 Business Plan	2005 Business Plan	How are we doing?
	Results	Target	
<b>APPLY TAXABLE VALUE RESTRICTIONS ADOPTED BY CALIFORNIA VOTERS.</b> <b>What:</b> Restricts taxable value based on qualifying events. <b>Why:</b> Implements Prop. 13 and other property tax laws that restrict the taxable value of property.	Applied taxable value restrictions to eligible parcels in accordance with property tax laws. Value may be restricted if property declines in value, is transferred between parent and child, or is purchased as a replacement residence by a senior citizen or disabled property owner.	Continue to apply taxable value restrictions to eligible properties in accordance with property tax laws.	We process claims and application forms on a continuous basis, and evaluate Prop. 8 parcels annually.
<b>CONTINUE TO PRODUCE LOCAL ASSESSMENT ROLLS THAT MEET LEGAL QUALITY STANDARDS.</b> <b>What:</b> The SBE conducts periodic surveys to determine if assessment rolls meet legal quality standards. <b>Why:</b> Reduces appeals and related costs, provides uniformity statewide, builds confidence in the system.	In the most recent survey conducted by the State Board of Equalization (SBE), Orange County's local assessment rolls meet legal quality standards established by Government Code Sections 15640 and 15642. The minimum legal quality rating is 95.0%, and Orange County's rating is 98.6%.	Continue to produce assessment rolls in accordance with property tax laws.	The Orange County Assessor and staff continually monitor the status of property tax laws and state rules. Property assessment practice is modified to implement changes in the law.

## FY 2004-05 Key Project Accomplishments:

- On July 21, 2004, the California Supreme Court denied the petition to review the decision on the 2% Court Case by the Court of Appeal. The Court of Appeal ruled that a temporary reduction of property assessment under Proposition 8 does not establish a new lower base value. The court noted that such a change in base value would be inconsistent with Proposition 13. This action concluded the legal review of this case. The issues of uniformity and market value assessments under the limits set by Proposition 13 are resolved.
- Businesses that operate in California are required by law to report business personal property holdings to the County Assessor in which the property is located. Property is reported annually on standard business property statement forms approved by the State Board of Equalization. The Orange County Assessor was appointed by the California Assessors' Association to take the lead role in developing a centralized on-line system that businesses could use to file property statements statewide. The Standard Data Record (SDR) system was implemented in March 2005.
- Orange County is the most productive of all urban California counties in terms of roll units worked per appraiser according to the latest report from the State Board of Equalization.
- Staff productivity, as measured by the number of assessed parcels per authorized position, has increased 61.3% since 1975, from 1,550 parcels per authorized position to 2,500 in 2004.

## Organizational Summary



**Assessment Of Business Property** - Audits and appraises business personal property and assesses all trade fixtures, leased equipment, boats and aircraft with taxable situs in Orange County.

**Assessment Of Real Property** - Appraises real property, new construction and reassessable changes in ownership, and maintains records on all real property parcels including residential, commercial, rural, industrial and special use properties.

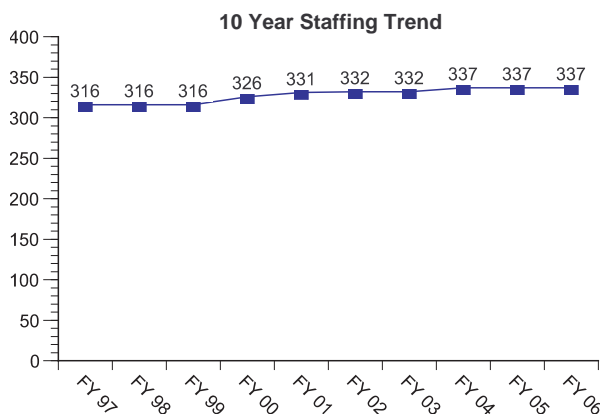
**Roll Support** - Reviews and maintains recorded documents evidencing a change in ownership of real property, prepares Assessor parcel maps and processes Homeowner, Veteran and Institutional exemptions.

**Quality Assurance** - Provides appraisal methodologies, procedures, training and quality control for roll production, audit and appraisal staff.

**Computer Systems** - Provides programming and data processing services, system security and technical services to support the development of the assessment rolls of value.

**Management Services** - Provides fiscal management, process integration, contract administration, procurement and personnel services, general department administration and public service support to the public and other government agencies.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- Twenty-one (21) positions were deleted in FY 1995-96 due to the County bankruptcy. Extra help and overtime labor has been used as appropriate to complete the work.
- Ten (10) positions were added back in January 1999 to accommodate the increased workload base, and to help with the annual workload increases. The department still had a significant shortage in permanent labor hours.
- Five (5) unfunded limited-term positions were added in FY 2000-01 to manage vacancies and better accommodate recruitment timeframes and to meet a larger workload. One (1) full-time regular position was added mid-year FY 2000-01.
- Five (5) extra-help positions were converted to regular positions in FY 2002-03 to meet a growing workload and to get the department back to the 1994 staffing level. The department continues to use extra-help and overtime labor to manage seasonal workload fluctuations and complete the significant workload increase that has occurred since 1994. The staffing level also allowed the department to apply for the State-County Property Tax Administration Grant Program (AB-589).
- In March 2004, the Assessor Department received a grant from the State of California, under the AB-589 program. Positions funded by the grant are budgeted in Agency 127.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

The Assessor Department recognizes the County's Strategic Priorities, and will continue to operate in concert with those priorities to the extent that they do not interfere with the Department's Constitutional mandate to produce valuation rolls and provide valuation services to Orange County's property owners and businesses.

## Final Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual Exp/Rev	Budget As of 6/30/05	Actual Exp/Rev <sup>(1)</sup> As of 6/30/05		Actual Amount	Percent
Total Positions	337	337	337	337	0	0.00
Total Revenues	6,699,695	5,732,975	10,813,099	6,720,825	(4,092,274)	-37.84
Total Requirements	29,308,458	30,538,502	28,986,764	31,785,410	2,798,646	9.65
Net County Cost	22,608,763	24,805,527	18,173,665	25,064,585	6,890,920	37.91

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2004-05 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Assessor in the Appendix on page page 462

## Budget Units Under Agency Control:

No.	Agency Name	Assessment Of Business Property	Assessment Of Real Property	Roll Support	Quality Assurance	Computer Systems	Management Services	Total
002	Assessor	4,676,568	8,672,809	7,810,404	728,244	2,183,352	7,714,033	31,785,410
127	Property Tax Admin State Grant	0	0	0	0	0	17,095,620	17,095,620
	Total	4,676,568	8,672,809	7,810,404	728,244	2,183,352	24,809,653	48,881,030

## 127 - PROPERTY TAX ADMIN STATE GRANT

### Operational Summary

#### Description:

The State-County Property Tax Administration State Grant Program (AB-589) was implemented by the legislature on January 1, 2002. The grant provides funding to help maintain efficient property tax administration, in accordance with legislated guidelines and restrictions.

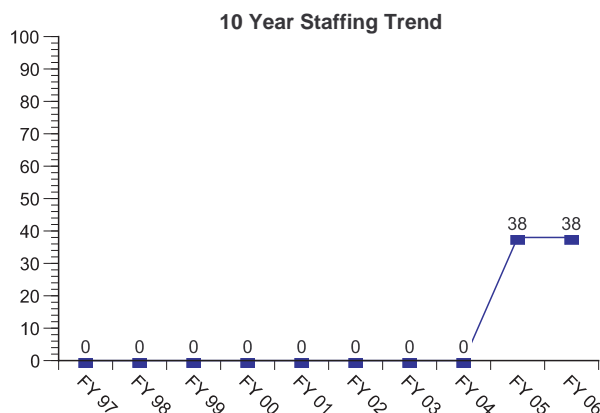
#### At a Glance:

Total FY 2004-2005 Actual Expenditure + Encumbrance:	2,648,973
Total Final FY 2005-2006	17,095,620
Percent of County General Fund:	N/A
Total Employees:	38.00

#### Strategic Goals:

- The Assessor will use State-County Property Tax Administration Grant (AB-589) to perform a real property field canvass of the County over a period of several years. The county has undergone significant development since the last field canvass was performed more than 25 years ago, and a physical review is necessary to verify, update and correct property records as needed.
- The Assessment Tax System (ATS) is the central program used by the Orange County Assessor and other property tax administration departments to prepare, deliver and support property tax assessments, billings and collections. ATS is operating on outdated hardware and software systems that must be replaced. A complete reengineering is required to prevent eminent operational and functional obsolescence. The Assessor will fund a portion of this project with State-County Property Tax Administration Grant (AB-589) funds.
- Some grant funds may be used to help meet increasing Department workloads and implement other property tax system enhancements.

#### Ten Year Staffing Trend:



#### Ten Year Staffing Trend Highlights:

- All positions funded by the grant are limited-term posi-

tions.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

The Assessor Department recognizes the County's Strategic Priorities and will develop grant programs with input from other property tax administration departments. The Property Tax Administration State Grant will be administered in accordance with the terms and conditions of the grant.

### Final Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual Exp/Rev	Budget As of 6/30/05	Actual Exp/Rev <sup>(1)</sup> As of 6/30/05	Final Budget	Actual Amount	Percent
Total Positions	38	38	38	38	0	0.00
Total Revenues	6,853,324	6,915,640	13,808,421	17,095,620	3,287,199	23.80
Total Requirements	2,685	6,915,640	2,628,967	17,095,620	14,466,653	550.27
Balance	6,850,640	0	11,179,454	0	(11,179,454)	-100.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2004-05 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Property Tax Admin State Grant in the Appendix on page page 570

## 003 - AUDITOR-CONTROLLER

### Operational Summary

#### Mission:

To promote public oversight, provide accountability, and support financial decision-making for the County.

#### Strategic Goals:

- To assist in controlling the financial risk faced by the County.
- To promote accountability by developing and enforcing systems of accounting controls.
- To anticipate and satisfy our stakeholders' and clients' needs for financial services and reliable information.
- To increase Countywide organizational effectiveness by making the appropriate investments in our staff and technology.

#### Key Outcome Indicators:

Performance Measure	2004 Business Plan Results	2005 Business Plan Target	How are we doing?
<b>RECEIVE UNQUALIFIED OPINION AND GFOA CERTIFICATE FOR EXCELLENCE IN FINANCIAL REPORTING FOR THE CAFR.</b> <b>What:</b> Measures the integrity and accuracy of the County's annual financial statements. <b>Why:</b> Provides assurance that the CAFR fairly presents the financial position of the County.	The County received both an unqualified opinion and the GFOA certificate for the fiscal year 2002-2003 CAFR. The County received an unqualified opinion for FY 2003-2004 and also expects to receive the GFOA certificate.	The department plans to continue maintaining the books and records of the County in a manner that will ensure that the County receives an unqualified opinion and the GFOA certificate on its CAFR.	The department leads a countywide team in a successful implementation of significant new pronouncements from GASB in order to stay in compliance with financial reporting requirements and with generally accepted accounting principles.
<b>99% OF ALL PROPERTY TAXES WILL BE ALLOCATED TO TAXING AGENCIES ON TIME.</b> <b>What:</b> Measures ability to meet deadlines for computing property tax bills and allocating tax revenues. <b>Why:</b> Provides timely revenue to County taxing agencies that receive funding from tax revenues.	The department met all property tax deadlines, apportioning over \$4 billion in property taxes, penalties, special taxes/assessments, and interest to over 170 local government funds in 64 separate apportionments.	The department fully expects to meet all property tax deadlines.	Property tax apportionment deadlines continue to be met in spite of frequent tax statute changes and the complexity of the tax allocation process.

#### At a Glance:

Total FY 2004-2005 Actual Expenditure + Encumbrance:	14,546,199
Total Final FY 2005-2006	16,141,137
Percent of County General Fund:	0.61%
Total Employees:	411.00



## Key Outcome Indicators: (Continued)

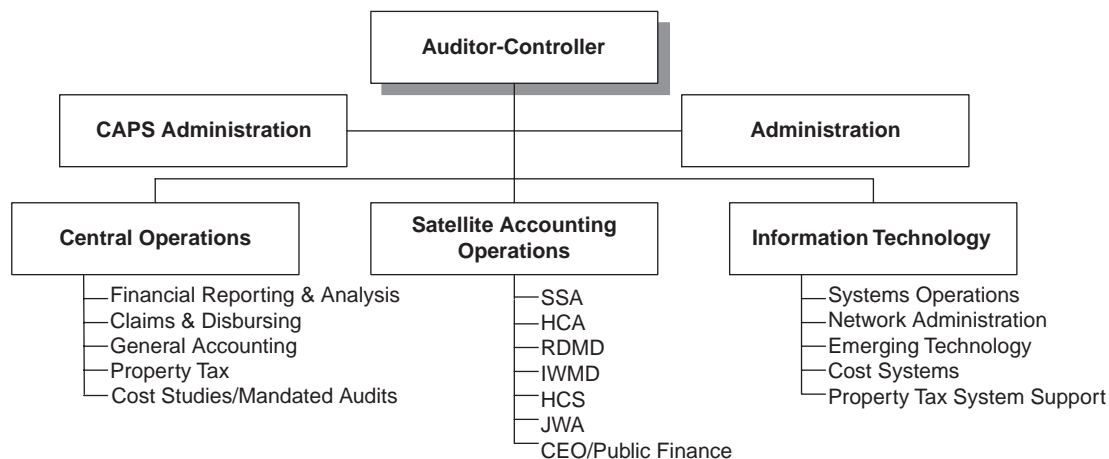
Performance Measure	2004 Business Plan Results	2005 Business Plan Target	How are we doing?
<b>99% OF STATE AND FEDERAL FUNDS WILL BE CLAIMED IN TIME TO SATISFY CASH FLOW REQUIREMENTS.</b> <b>What:</b> Measures compliance with deadlines that assure timely receipt of funds and avoidance of penalties. <b>Why:</b> The amount of revenue associated with these claims is over \$1 billion.	The department achieved over 99% compliance for fiscal year 2003-2004. The department expects to have 99% compliance for fiscal 2004-2005.	The department will remain committed to timely submission of the over 1,350 required claims and reports, in order to maximize revenue, avoid penalties, and maintain funding for the many County programs which rely on State and Federal participation.	State and Federal funds continue to be claimed in a timely manner.
<b>ACHIEVE CAPS USER SATISFACTION WITH FINANCIAL AND PAYROLL SYSTEMS TO 90% OR HIGHER.</b> <b>What:</b> Measure client satisfaction with support provided by AC Information Technology Staff. <b>Why:</b> To meet and exceed expectations of CAPS users.	Survey was distributed to CAPS users throughout the County, measuring satisfaction in key functional areas (Payroll, Job Cost, Claims Processing, etc.). Satisfaction was at 98% for staff support and 97% for Quality of Information Provided.	Continue conducting an annual survey to stay on track and address clients' needs.	This was the second year that this survey for IT support was conducted. The results continue to be outstanding. The feedback provided through comments will allow us to focus on areas requiring further improvement.
<b>REDUCE HARD COPY/FICHE PRINTING/DISTRIBUTION COST BY 20%.</b> <b>What:</b> Measures reduction of report preparation and access costs due to new imaging technology. <b>Why:</b> Ready access to report information coupled with ability to extract report information for other uses	Countywide rollout of WebERMI has been completed. User training substantially completed. Expand usage of data mining. Estimated savings at \$95,000 for FY 2003-2004.	Continue to eliminate hardcopy print and distribution. Add other documents to imaging as necessary.	Over the past two years we have turned off printing of over 90% of hardcopy reports and microfiche. With a few exceptions, the remaining print jobs are for laser printed forms, turn around documents, and reports requiring a printed hard copy.

## FY 2004-05 Key Project Accomplishments:

- As chair of the State Auditor-Controller Association's legislative committee, assisted in preventing costly and needless legislation detrimental to the County.
- Promoted the accounting profession at the national and state level by active participation in the Western Intergovernmental Audit Forum and the National Intergovernmental Audit Forum.
- Implemented the latest sub-releases of AMS Financial and Human Resources Software product.
- Completed the County's CAFR and component unit financial statements by scheduled deadlines with unqualified opinions for all statements for fiscal year 2003-2004. Anticipate receiving the GFOA Certificate of Achievement for excellence in financial reporting for the CAFR for fiscal year 2003-2004.
- Published Popular Annual Financial Report (PAFR) and anticipate receiving GFOA Certificate for fiscal year 2003-2004.
- Met daily, weekly, monthly or other deadlines for basic services such as payroll, property tax distributions, vendor payments, revenue collection and reporting, appropriation/budget control, reports to the Board, and submission of State and Federal Reports.
- Successfully allocated over \$4 billion in property taxes.
- Implemented web page that incorporates tax information and links for all departments involved in the property tax process.

- Continued employee recognition program that allows managers, supervisors and employees to acknowledge outstanding achievement. Continued publication of quarterly newsletter to enhance communication throughout the office.
- Completed biennial client surveys of services performed by the Auditor-Controller Satellite Accounting Operations teams and a client satisfaction survey of vendors which both received high satisfaction ratings. Continue to implement appropriate changes requested as a result of prior client surveys.
- Assisted in design, build and testing of the "ProFit" billing module of HCA's new management information system.
- Worked with CEO and HCA on implementation of Health Insurance Portability and Accountability Act (HIPAA) requirements, including the Notification of Privacy Practices and the Transaction Code Set phases.
- Played a key role in the successful implementation of the IWMD Accounts/Receivable fee booth collection system.
- Turned off 90% of hardcopy reports distributed to departments/agencies.
- Added deposit orders to ERMI Financial Images.
- Successful pilot implementation of Training Partner (TP) 2003 software for database management of training classes completed by employees.

## Organizational Summary



**Central Operations** - This division provides the core accounting activities required of the Auditor-Controller which benefit the County as a whole, including: apportionment of property taxes for all County tax-receiving agencies; providing payroll and claims processing for the benefit of all County departments; accounts receivable and collections functions for many County departments; Cost Studies and Mandated Audits Section, which prepares the County's annual Countywide Cost Allocation Plan (CWCAP) that is utilized for cost reimbursement claiming purposes by most County departments; and preparation of the County's

annual financial statements. With the exception of Collections/Accounts Receivable, which is cost-applied to client departments, the core services provided by the Accounting Operations and Reporting division are financed by general-purpose revenues of the General Fund.

**Satellite Accounting Operations** - This division supports seven other agencies/departments by providing outstationed specialized accounting/financial services. The outstationed agency/department accounting support sections are entirely funded by host agencies that have outside revenue sources.

**CAPS Administration** - CAPS Administration provides administrative support for the County Accounting and Personnel System (CAPS). This function is assigned to the Auditor-Controller but represents the interests of all owner organizations: CEO/CFO, CEO/Human Resources, and the Auditor-Controller.

**Executive Management** - This section includes the executive management team that provides leadership and direction for the department. It consists of the Auditor-Controller, Chief Assistant Auditor-Controller, their secretaries, and the Communications/Staff Development Coordinator.

**Information Technology** - The Information Technology division is responsible for the implementation, maintenance and upgrade of the County's central accounting and financial systems, as well as the development of other accounting-related systems.

**Administration** - This division includes human resources, purchasing, budget management, and administrative support and staff services. This division provides central administrative and staff support to the rest of the department.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- FY 96/97 - Added 4 positions to work on CAPS upgrade (partial restoration of 9 positions eliminated from Systems in 95/96). Added 5 positions to outstationed Agency Accounting with no NCC effect.
- FY 97/98 - Restructure resulted in a net decrease of 10 positions.
- FY 98/99 - Added 6 positions to Agency Accounting with no NCC effect.
- FY 99/00 - Added 1 position in the central office as additional clerical support for purchasing and HR function.
- FY 00/01 - Added 26 positions that were transferred in from HCA with no NCC effect. Added 1 Limited Term position for GASB 34 implementation. Eliminated 10 positions that were transferred to CEO/HR with no NCC effect. Eliminated 1 position from central office.
- FY 00/01 Mid year adjustments - In November 2000, added 2 Limited Term positions for GASB 34 implementation, 1 HR manager, 1 Systems Analyst for ATS, 1 limited term for DA/Family Support study, deleted 2 positions in SSA Accounting Services. In February 2001, added 3 positions due to Systems reorganization. In May 2001, deleted the limited term DA/FS position, added 1 position in PF&RD Accounting for Dana Point leases.
- FY 01/02 - Added 1 position in General Ledger, 1 limited term position in Information Technology for the CAPS upgrade.
- FY 01/02 Mid year adjustments - Added 1 position in CSA Accounting for the Area Agency on Aging, 2 positions in PF&RD Accounting for Dana Point leases, 1 position to HCA Accounting for Medi-Cal Administrative Activity/Targeted Case Management, and 1 position transferred to SSA Accounting from SSA for a collection officer. Base budget of 403 positions.
- FY 02/03 - Added 1 Sr. Systems Programmer/Analyst in the Information Technology division.
- FY 02/03 Mid Year Adjustment - Added 1 limited term Sr. Accountant/Auditor II added to Information Technology to support CAPS fit analysis and CAPS Upgrade. Base budget of 405 positions.
- FY 03/04 - Added 1 Sr. Accountant/Auditor I and 1 Accounting Assistant II to Planning and Development Services Department Accounting and added 2 Accounting Assistant II positions to HCA Accounting (converting 2 extra help positions to regular status). Base budget of 409 positions.
- FY 03/04 Mid Year Adjustment - Added 3 Senior Accounting Assistants, transferred from RDMD to RDMD Accounting, delete 6 vacant Accounting Assistant II positions from SSA Accounting, delete 3 vacant Accounting Assistant II, 2 vacant Office Assistants and 1 vacant Office Technician from HCA Accounting/CCS. Authorized budgeted positions are 400.

- FY 04/05 - Added 3 Accounting Assistant II positions and 1 Accounting Office Supervisor, transferred from SSA to SSA Accounting. Add 1 Senior Accountant/Auditor II in the Information Technology division, effective January 1, 2005. Base budget is 405 positions.
- FY 04/05 - Deleted 1 vacant, limited term Accounting Assistant II from HCA Accounting. Base budget is 404 positions.
- FY 05/06 - Added 2 Systems Programmer/Analyst positions in Information Technology; added 1 Accounting Technician in JWA Accounting; added 1 Accounting Technician in RDMD Accounting/Santa Ana River; added 1 Accountant/Auditor II in RDMD Accounting/Dana Point; added 1 Accountant/Auditor II and 1 Administrative Manager in RDMD Accounting/Watershed. Base budget is 411 positions.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

Although the Auditor-Controller does not have responsibility for a specific priority item, the department budget reflects support of the overall priorities including initiation, implementation and continued support of several technology projects designed to enhance overall efficiency and enable data gathering and processing to be more efficient throughout the County.

### Changes Included in the Base Budget:

The budget request continues to reflect the Auditor-Controller's desire to increase the usefulness and accessibility of financial systems. As County departments change and re-engineer their business processes to increase efficiencies and implement new technologies, the Auditor-Controller is consistently working to control risk at the appropriate level. As County departments are now struggling to maintain or reduce their budgets as operating costs continue to increase, the Auditor-Controller will work to ensure that all risk controlled measures are comprehensively enforced, and that the gate-keeping function of the office remains secure.

The Auditor-Controller department budget continues to provide for zero growth. The department manages through analysis of requirements and allocation of resources according to service priorities. In fiscal year 2005-2006 several managers and employees with at least 30 years of County service will retire and will be paid off their remaining sick leave and vacation balances. The Auditor-Controller department anticipates approximately \$600,000 in retiree payoffs. Employer retirement contributions are expected to increase 19%. As a result of changes to County health insurance, employer contribution of health insurance premiums is expected to decrease 15.5% in the Auditor-Controller department.

### Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	Brass Ser.
<b>ADD 1 ACCOUNTING TECHNICIAN - SANTA ANA RIVER PROJECT/GREEN RIVER GOLF COURSE</b> Amount:\$ 35,019	1 Acctg Tech position for accounting duties for the Santa Ana River Project/Green River Golf Course.	Monitor receipts; reconcile deposit orders & monthly statements, and process expense invoices.	58
<b>ADD 1 ACCOUNTING TECHNICIAN - JOHN WAYNE AIRPORT</b> Amount:\$ 22,278	1 Acctg Tech for increased workload for JWA Accounting, resulting from increased capital projects.	Process & pay all A/E & construction contract payment requests w/in 30 days from receipt of request.	1933
<b>FUNDING FOR PROBATION BIENNIAL AUDIT</b> Amount:\$ 52,500	Funding for mandated biennial audit of the Probation Department.	Perform audit as mandated.	1935
<b>ADD 2 LIMITED-TERM POSITIONS (5-YR) - ATS NEEDS ASSESSMENT/REPLACEMENT PROJECT</b> Amount:\$ 108,756	1 Systems Prog/Analyst II & 1 Systems Prog/Analyst I requested for the Assessment Tax System (ATS).	Assist in developing user requirements for ATS, design of application, and system implementation.	1936

## Approved Budget Augmentations and Related Performance Results: (Continued)

Unit Amount	Description	Performance Plan	Brass Ser.
<b>FUNDING FOR RETIREE ANNUAL LEAVE PAYOFFS</b> Amount: \$ 350,516	Department est. \$600K in retiree leave payoffs & will absorb part of it. Request is for \$350,516.	Meet base budget requirements.	1937
<b>ADD 1 ACCOUNTANT/AUDITOR II - WATERSHED &amp; COASTAL RESOURCES</b> Amount: \$ 0	1 Acct/Auditor II for Watershed & Coastal Resources Division to handle increased workload.	Prepare monthly cost summaries & interest allocations & revenues. Allocate Watershed admin. costs.	2482
<b>ADD 1 ADMIN MANAGER I - WATERSHED &amp; COASTAL RESOURCES</b> Amount: \$ 0	1 Admin Mgr I for Watershed & Coastal Resources Division to handle increased workload.	Provide supervision to Accountant and develop cost tracking structures for each Watershed project.	2483
<b>ADD 1 ACCOUNTANT/AUDITOR II - RDMD ACCOUNTING/DANA POINT</b> Amount: \$ 0	1 Accountant/Auditor II RDMD Accounting for Dana Point.	Analyze operating agreements, rent & payment discrepancies; reconcile tenant financial statements.	2992

## Final Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual Exp/Rev	Budget As of 6/30/05	Actual Exp/Rev <sup>(1)</sup> As of 6/30/05	Final Budget	Actual Amount	Percent
Total Positions	400	404	404	411	7	1.73
Total Revenues	6,293,342	6,494,909	6,617,942	6,949,005	331,063	5.00
Total Requirements	14,266,750	14,802,306	14,457,152	16,141,137	1,683,986	11.64
Net County Cost	7,973,408	8,307,397	7,839,209	9,192,132	1,352,923	17.25

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2004-05 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Auditor-Controller in the Appendix on page page 465

## Highlights of Key Trends:

■ The Auditor-Controller workload increases proportionately with the addition and expansion of County programs and with the general growth in the County budget and number of positions. Workload also increases as a result of requests from client departments for new and enhanced services and for interfaces with our automated systems.

■ Significant information technology development work will continue for the basic financial systems that manage the County. The Assessment Tax System is in the process of being totally rewritten. The County Accounting and Personnel Systems are also being analyzed for redevelopment. Additional resources to support these projects will be required.

## Budget Units Under Agency Control:

No.	Agency Name	Central Operations	Satellite Accounting Operations	Caps Administration	Executive Management	Information Technology	Administration	Total
003	Auditor-Controller	6,739,733	3,868,606	0	739,659	3,763,453	1,029,686	16,141,137
14A	Option B Pool Participants Registered Warrants	866,930	0	0	0	0	0	866,930
14C	Class B-27 Registered Warrants	52,197	0	0	0	0	0	52,197

## Budget Units Under Agency Control:

No.	Agency Name	Central Operations	Satellite Accounting Operations	Caps Administration	Executive Management	Information Technology	Administration	Total
15Q	Pension Obligation Bond Amortization	22,200,000	0	0	0	0	0	22,200,000
15W	1996 Recovery Certificates of Participation (A)	3,193,528	0	0	0	0	0	3,193,528
15Z	Plan of Adjustment Available Cash	10,258,328	0	0	0	0	0	10,258,328
	Total	43,310,716	3,868,606	0	739,659	3,763,453	1,029,686	52,712,120

## 006 - BOARD OF SUPERVISORS - 1ST DISTRICT

### Operational Summary

#### Mission:

The County of Orange is a regional service provider and planning agency representing all residents of Orange County. The core businesses of the County are public safety, public health, environmental protection, regional planning, public assistance social services, and aviation. The Board of Supervisors, as authorized under California law, functions as both a legislative and executive body. In its legislative duties, the Board adopts ordinances, resolutions, and rules within the limits prescribed by State law. As an executive body, the Board oversees the activities of County agencies and depart-

ments, establishes policy, determines annual budget allocations, approves contracts for public improvement projects and other specialized services, conducts public hearings on matters such as zoning appeals and planning, and makes appointments to various boards and commissions. The First Supervisorial District represents the citizens of Santa Ana, Westminster, a large portion of Garden Grove, and the unincorporated area of Midway City.

#### At a Glance:

Total FY 2004-2005 Actual Expenditure + Encumbrance:	742,003
Total Final FY 2005-2006	787,924
Percent of County General Fund:	0.03%
Total Employees:	8.00

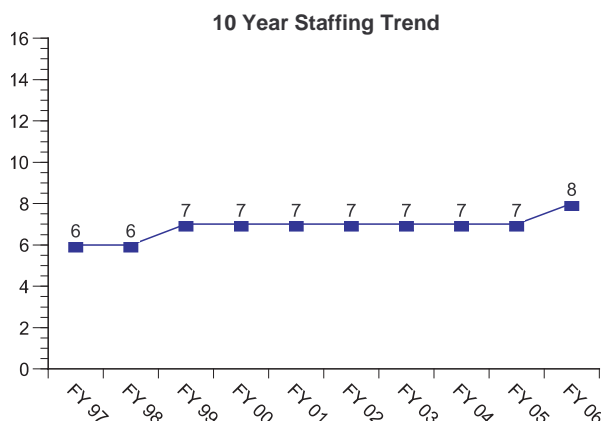
#### Strategic Goals:

- Provide better access to government for all.

#### FY 2004-05 Key Project Accomplishments:

- Initiated action to refinance bankruptcy debt to take advantage of lower interest rates.
- Focused on meeting the recreation, parks, and open space needs of the inner cities.
- Continued advocacy for regional transportation improvements, including the 22 freeway.
- As a member of the Children and Families Commission, addressed the issue of uninsured children.

#### Ten Year Staffing Trend:



**Ten Year Staffing Trend Highlights:**

- Of the eight positions budgeted for First District, one is occupied by the Supervisor.

**Budget Summary****Final Budget History:**

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual Exp/Rev	Budget As of 6/30/05	Actual Exp/Rev <sup>(1)</sup> As of 6/30/05	Final Budget	Actual Amount	Percent
Total Positions	7	8	8	8	0	0.00
Total Revenues	15	0	200	0	(200)	-100.00
Total Requirements	718,304	760,709	741,734	787,924	46,190	6.22
Net County Cost	718,289	760,709	741,534	787,924	46,390	6.25

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2004-05 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Board of Supervisors - 1st District in the Appendix on page page 469

**Budget Units Under Agency Control:**

No.	Agency Name	Board Of Supervisors 1st Dist
006	Board of Supervisors - 1st District	787,924
	Total	787,924



## 007 - BOARD OF SUPERVISORS - 2ND DISTRICT

### Operational Summary

#### Mission:

The County of Orange is a regional service provider and planning agency representing all residents of Orange County. The core businesses of the County are public safety, public health, environmental protection, regional planning, public assistance social services, and aviation. The Board of Supervisors, as authorized under California law, functions as both a legislative and executive body. In its legislative duties, the Board adopts ordinances, resolutions and rules within the limits prescribed by State law. As an executive body, the Board oversees the activities of County agencies and departments, establishes policy, determines annual budget alloca-

tions, approves contracts for public improvement projects and other specialized services, conducts public hearings on matters such as zoning appeals and planning, and makes appointments to various boards and commissions. The Second Supervisorial District represents the citizens of Costa Mesa, Cypress, Fountain Valley, Huntington Beach, La Palma, Los Alamitos, Newport Beach, Seal Beach, Stanton, a portion of Garden Grove, and the unincorporated areas of Rossmoor, Santa Ana Heights, and Sunset Beach.

#### At a Glance:

Total FY 2004-2005 Actual Expenditure + Encumbrance:	723,968
Total Final FY 2005-2006	776,420
Percent of County General Fund:	0.02%
Total Employees:	7.00

#### Strategic Goals:

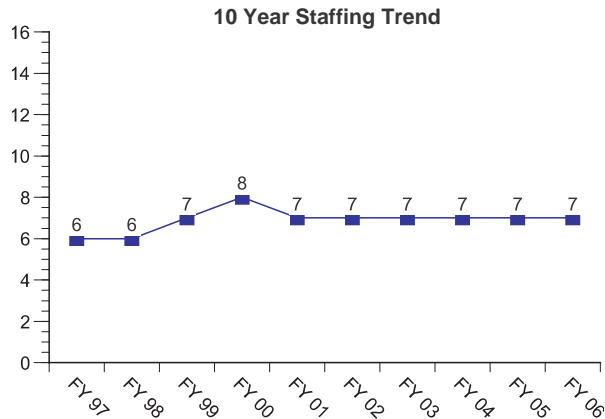
- To effectively and efficiently represent the people of the Second District in promoting economic prosperity, preserving public safety, and maintaining the quality of life.

#### FY 2004-05 Key Project Accomplishments:

- Non-Emergency Medical Transportation for Seniors
- Bankruptcy Debt Defeasance Reserve Funding
- Bankruptcy Debt Early Defeasance Plan
- John Wayne Airport-Completion & Dedication of New Fire Station
- John Wayne Airport-Completion of Security Screening Expansion
- Completion of the Huntington and Talbert Channel Rehabilitation Project
- Upper Newport Bay Restoration Funding
- Water Quality Governance Analysis
- Secured Funding for the Santa Ana River Project/Prado Dam Flood Projects
- Restructuring of Code Enforcement Function
- Animal Control Enforcement Process for Dog Kennel Nuisances
- Analysis of Rossmoor Future Governance Issues
- Municipal Service Review Completed (Rossmoor/Los Alamitos/Sunset/Seal Beach)
- SR-22 Expansion Project

- I-405 Major Investment Study
- Clean Air Buses Funding

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- Of the seven positions budgeted for Second District, one is occupied by the Supervisor.

### Budget Summary

### Final Budget History:

Sources and Uses	FY 2003-2004 Actual Exp/Rev	FY 2004-2005	FY 2004-2005	FY 2005-2006 Final Budget	Change from FY 2004-2005	
		Budget As of 6/30/05	Actual Exp/Rev <sup>(1)</sup> As of 6/30/05		Actual Amount	Percent
Total Positions	7	7	7	7	0	0.00
Total Requirements	710,439	752,738	726,514	776,420	49,906	6.86
Net County Cost	710,439	752,738	726,514	776,420	49,906	6.86

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2004-05 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Board of Supervisors - 2nd District in the Appendix on page page 470

### Budget Units Under Agency Control:

No.	Agency Name	Board Of Supervisors 2nd Dist
007	Board of Supervisors - 2nd District	776,420
	Total	776,420

## 008 - BOARD OF SUPERVISORS - 3RD DISTRICT

### Operational Summary

#### Mission:

The County of Orange is a regional service provider and planning agency representing all residents of Orange County. The core businesses of the County are public safety, public health, environmental protection, regional planning, public assistance social services, and aviation. The Board of Supervisors, as authorized under California law, functions as both a legislative and executive body. In its legislative duties, the Board adopts ordinances, resolutions and rules within the limits prescribed by State law. As an executive body, the Board oversees the activities of County agencies and departments, establishes policy, determines annual budget allocations, approves contracts for public improvement projects

and other specialized services, conducts public hearings on matters such as zoning appeals and planning, and makes appointments to various boards and commissions. The Third Supervisorial District represents the citizens of Brea, Irvine, Orange, Tustin, Villa Park, Yorba Linda, a portion of Anaheim, and the unincorporated areas of Cowan Heights, El Modena, Lemon Heights, MCAS El Toro, Olinda, Olive, Orange Hills, Orange Park Acres, Tustin Foothills, Modjeska Canyon, Santiago Canyon, Silverado Canyon and Trabuco Canyon.

#### At a Glance:

Total FY 2004-2005 Actual Expenditure + Encumbrance:	672,721
Total Final FY 2005-2006	746,293
Percent of County General Fund:	0.02%
Total Employees:	7.00

#### Strategic Goals:

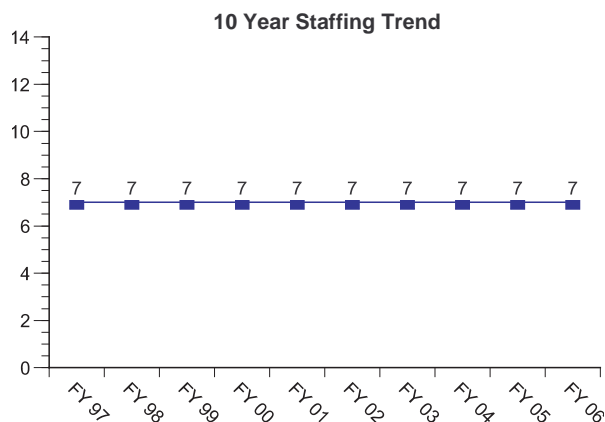
- Strive daily to represent the interests of the men, women and children of Orange County.
- Continue to make Orange County the best place to live, work and play.

#### FY 2004-05 Key Project Accomplishments:

- Worked with the City of Irvine and Department of Navy to see the successful auction of the former MCAS, El Toro for development of the Great Park plan.
- Decertified aviation element of previously-approved Environmental Impact Report for the former MCAS, El Toro.
- Re-established County membership in the El Toro Reuse Planning Authority to unify Countywide efforts to protect MCAS, El Toro from development by regional airport authority or other means.
- Established Goals for the County of Orange as Chairman of the Board to preserve the County's financial integrity; accelerate management action, and improve quality of life.
- Approved the refinance of the County's bankruptcy-related bonded indebtedness to eliminate final 10 years of debt payments, saving taxpayers over \$400 million.
- Directed an outside review of the County's long-range financial forecasts.
- Directed the creation of a County facilities master plan to effectively manage the County's facility and property assets.
- Developed horse density ordinance for the unincorporated Orange Park Acres area.
- Completed Municipal Service Review for unincorporated East Orange area.
- Hired project manager for the development of additional equestrian boarding facilities in the unincorporated area.

- Initiated Major Investment Studies for transportation between Orange and Riverside Counties and the Central Orange County corridor.
- Acquired 23 acres of undeveloped land in Live Oak Canyon that was previously zoned for commercial use to be held permanently as open space, as well as, additional open space in Fremont Canyon and Modjeska Canyon.
- Acquired the Hicks Haul Road Bridge, a key trail connection between Santiago Canyon and Irvine.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- Of the seven positions budgeted for Third District, one is occupied by the Supervisor.

### Budget Summary

### Final Budget History:

Sources and Uses	FY 2003-2004 Actual Exp/Rev	FY 2004-2005	FY 2004-2005	FY 2005-2006 Final Budget	Change from FY 2004-2005	
		Budget As of 6/30/05	Actual Exp/Rev <sup>(1)</sup> As of 6/30/05		Actual Amount	Percent
Total Positions	7	7	7	7	0	0.00
Total Requirements	708,338	727,789	672,722	746,293	73,571	10.93
Net County Cost	708,338	727,789	672,722	746,293	73,571	10.93

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2004-05 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Board of Supervisors - 3rd District in the Appendix on page page 471

### Budget Units Under Agency Control:

No.	Agency Name	Board Of Supervisors 3rd Dist
008	Board of Supervisors - 3rd District	746,293
	Total	746,293

## 009 - BOARD OF SUPERVISORS - 4TH DISTRICT

### Operational Summary

#### Mission:

The County of Orange is a regional service provider and planning agency representing all residents of Orange County. The core businesses of the County are public safety, public health, environmental protection, regional planning, public assistance social services, and aviation. The Board of Supervisors, as authorized under California law, functions as both a legislative and executive body. In its legislative duties, the Board adopts ordinances, resolutions and rules within the limits prescribed by State law. As an executive body, the Board oversees the activities of County agencies and depart-

ments, establishes policy, determines annual budget allocations, approves contracts for public improvement projects and other specialized services, conducts public hearings on matters such as zoning appeals and planning, and makes appointments to various boards and commissions. The Fourth Supervisorial District represents the citizens of Anaheim, Buena Park, Fullerton, La Habra, Placentia, and the unincorporated area of West Anaheim.

#### At a Glance:

Total FY 2004-2005 Actual Expenditure + Encumbrance:	620,607
Total Final FY 2005-2006	753,291
Percent of County General Fund:	0.02%
Total Employees:	7.00

#### Strategic Goals:

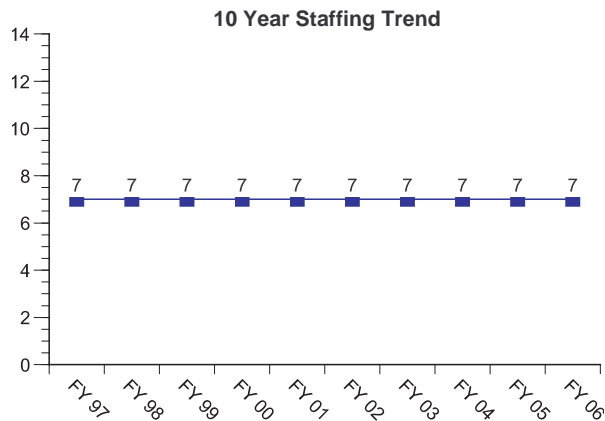
- Provide leadership, formulate new ideas and build consensus on programs and projects benefiting the Fourth District and all of Orange County.
- Be the personal conduit between Anaheim, Fullerton, Buena Park, Placentia and La Habra constituents with Orange County government.

#### FY 2004-05 Key Project Accomplishments:

- Continued strong advocacy of local government finance reform, to secure more property tax revenue in exchange for sales tax revenue, to encourage housing and facilitate better balance of land uses.
- Continued strong stand for responsible and affordable county employee pensions.
- Finally helped achieve accountability for the Deputy Sheriff's medical trust fund.
- Helped efforts to find more effective uses for transit money, by steering away from the impractical and costly CenterLine.
- Served as Chairman of the OCTA Regional Planning & Highways Committee.
- Conceived and promoted "Ask Ed" campaign to encourage greater use of public buses by Orange County high school students.
- Continue to push forward studies for the extension of the Orange (57) Freeway.
- Negotiated and completed agreement between Orange County and the City of Anaheim for West Anaheim annexation.
- Explored new funding sources, particularly redevelopment agency funds, for urban runoff cleanup.
- Helped promote final approval of bond-free plan to help San Joaquin Toll Road from default, saving ratepayers over \$250 million in unnecessary fees.

- Crafting package deal to facilitate La Habra's annexation of 14 county unincorporated islands.
- Continued to seek funding equity for North Orange County parks.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- Of the seven positions budgeted for Fourth District, one is occupied by the Supervisor.

### Budget Summary

### Final Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual Exp/Rev	Budget As of 6/30/05	Actual Exp/Rev <sup>(1)</sup> As of 6/30/05	Final Budget	Actual Amount	Percent
Total Positions	7	7	7	7	0	0.00
Total Requirements	609,948	734,787	620,607	753,291	132,684	21.37
Net County Cost	609,948	734,787	620,607	753,291	132,684	21.37

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2004-05 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Board of Supervisors - 4th District in the Appendix on page page 472

### Budget Units Under Agency Control:

No.	Agency Name	Board Of Supervisors 4th Dist
009	Board of Supervisors - 4th District	753,291
	Total	753,291

## 010 - BOARD OF SUPERVISORS - 5TH DISTRICT

### Operational Summary

#### Mission:

The County of Orange is a regional service provider and planning agency representing all residents of Orange County. The core businesses of the County are public safety, public health, environmental protection, regional planning, public assistance social services, and aviation. The Board of Supervisors, as authorized under California law, functions as both a legislative and executive body. In its legislative duties, the Board adopts ordinances, resolutions and rules within the limits prescribed by State law. As an executive body, the Board oversees the activities of County agencies and departments, establishes policy, determines annual budget alloca-

tions, approves contracts for public improvement projects and other specialized services, conducts public hearings on matters such as zoning appeals and planning, and makes appointments to various boards and commissions. The Fifth Supervisorial District represents the citizens of Aliso Viejo, Dana Point, Laguna Beach, Laguna Hills, Laguna Niguel, Laguna Woods, Lake Forest, Mission Viejo, Rancho Santa Margarita, San Clemente, San Juan Capistrano, and the unincorporated areas of Coto de Caza, Las Flores, Newport Coast and Ladera.

#### At a Glance:

Total FY 2004-2005 Actual Expenditure + Encumbrance:	728,992
Total Final FY 2005-2006	789,496
Percent of County General Fund:	0.03%
Total Employees:	8.00

#### Strategic Goals:

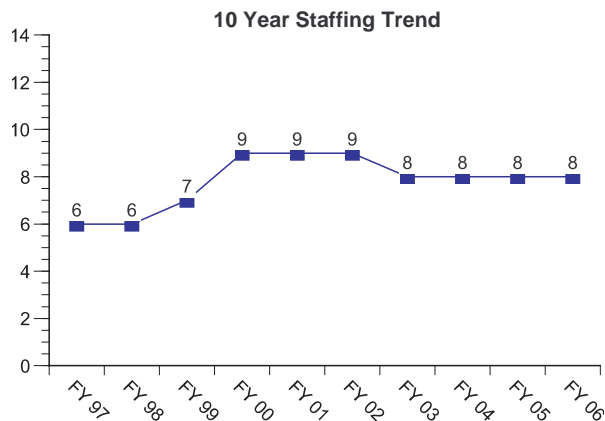
- To represent the people of the Fifth District by enhancing and protecting the quality of life, promoting economic prosperity and being an effective advocate for Fifth District issues.

#### FY 2004-05 Key Project Accomplishments:

- Maintained strong opposition to pro-airport agendas, preventing various local and neighboring communities from thwarting the Great Park Plan.
- This effort will continue to be a main focus of the Fifth District as we will surely experience additional attacks on the County's established policy of a non-aviation reuse for former MCAS El Toro.
- Led the changes within the County structure to create a more effective and accountable government to serve our residents and advocated for more responsive management to benefit all of the County's employees.
- Personally resolved outstanding issues related to South Court to allow the design phase to proceed.
- Chaired monthly meetings of the Orange County Criminal Justice Coordinating Council to improve coordination and effectiveness of the County's public safety entities.
- Advocated for aggressive implementation of the County's National Pollutant Discharge Elimination System (NPDES) permits, pressed for the completion of short-term projects to improve beach water quality, and championed continued emphasis on watershed level planning.
- Continued to chair the Orange County Coastal Coalition; also served on the executive committee of Calcoast, the California Wetlands Recovery Project and the American Shore and Beach Preservation Association to assure Orange County's coastal issues received the highest priority at every level of government.

- Completed the South County Outreach and Review Effort (SCORE) process with the Planning and Development Services Department, providing early input into the Rancho Mission Viejo land use planning application and culminating in the unanimous approval by the Board of Supervisors of a County developed land use alternative.
- Continued to chair biweekly conference calls between federal, state and local agencies and consultants intended to complete coordinated Nature Reserve design activities for Rancho Mission Viejo land use planning.
- Continued to spearhead the implementation of the Dana Point Harbor Concept Plan and finalization of the EIR and financing plan in conjunction with the City of Dana Point and the community-at-large.
- Worked with the CEO to create a separate department, Dana Point Harbor, to improve project management and allow the harbor to operate as an enterprise.
- Promoted the pre-construction activities of the Nix Interpretive Center in Laguna Coast Wilderness Park to ensure it would open concurrently with the hard-fought realignment of Laguna Canyon Road.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- Of the eight positions budgeted for Fifth District, one is occupied by the Supervisor and two are part-time positions.



## Budget Summary

### Final Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual Exp/Rev	Budget As of 6/30/05	Actual Exp/Rev <sup>(1)</sup> As of 6/30/05	Final Budget	Actual Amount	Percent
Total Positions	8	8	8	8	0	0.00
Total Requirements	719,764	764,920	730,658	789,496	58,838	8.05
Net County Cost	719,764	764,920	730,658	789,496	58,838	8.05

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2004-05 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Board of Supervisors - 5th District in the Appendix on page page 473

### Budget Units Under Agency Control:

No.	Agency Name	Board Of Supervisors 5th Dist
010	Board of Supervisors - 5th District	789,496
	Total	789,496

## 011 - CLERK OF THE BOARD

### Operational Summary

#### Mission:

The Mission of the Clerk of the Board of Supervisors is to provide the County and its citizens easy access to information and guidance to facilitate fair, equitable and open participation in the decision and policy making of Orange County government.

#### Strategic Goals:

- Facilitate the decision and policy making of Orange County government.
- Ensure the assessment appeals process is fair, timely and equitable; and promote public understanding of the process.
- Ensure records are maintained, legislative history of the County is preserved and documents are readily available to our clients.

#### Key Outcome Indicators:

Performance Measure	2004 Business Plan Results	2005 Business Plan Target	How are we doing?
<b>PERCENT OF ACCURATE BOARD OF SUPERVISORS AGENDA TITLES.</b> <b>What:</b> Measurement of COB's accuracy and training. <b>Why:</b> Indicator of COB's compliance with Brown Act and identifies areas requiring training.	99.2% of published agenda titles were accurate with no errors.	99.25% of agenda titles are published with no errors.	COB has consistently maintained a high level of accuracy.
<b>PERCENT OF ACCURATELY COMPLETED AND TIMELY FILED ASSESSMENT APPEALS APPLICATIONS.</b> <b>What:</b> Indicator of taxpayers' and agents' understanding of applications and process. <b>Why:</b> Measures success of the COB's training and outreach efforts to the public and tax agents.	85% of applications were completed accurately and timely filed.	85% of applications accurately completed and timely filed.	Litigation regarding 2% cap on annual property tax value increase created public confusion, resulting in more inaccurate applications during the last two filing periods. That case has now been resolved.
<b>PERCENT OF ASSESSMENT APPEAL CLAIMS DECIDED OR WAIVED WITHIN 2 YEAR DEADLINE.</b> <b>What:</b> Indicator of success managing caseload to ensure required actions are taken before legal deadline. <b>Why:</b> Assesses whether policies and procedures result in processing appeals within the statutory deadline.	Although the 2 year deadline has not yet expired for all of the 2003 filings, 84% of the appeals have been resolved or waivers received. Cases in litigation included in unresolved.	100% of appeals resolved or waivers filed, excluding cases in litigation.	COB meeting goal due to manageable number of filings and quality tracking of database information and appeals.

#### At a Glance:

Total FY 2004-2005 Actual Expenditure + Encumbrance:	2,743,706
Total Final FY 2005-2006	2,690,320
Percent of County General Fund:	0.10%
Total Employees:	33.00

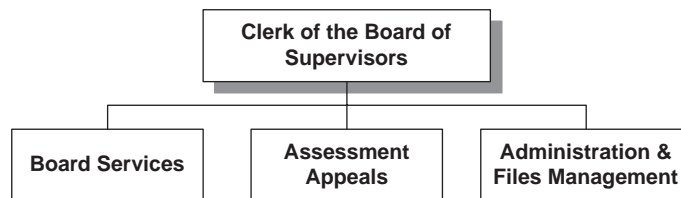
## Key Outcome Indicators: (Continued)

Performance Measure	2004 Business Plan Results	2005 Business Plan Target	How are we doing?
<b>PERCENT OF ASSESSMENT APPEALS HEARINGS HELD OR SCHEDULED WITHIN ONE YEAR OF FILING.</b> <b>What:</b> Indicator of efficiency in processing and scheduling appeals. <b>Why:</b> Measures COB's success in timely resolution of appeals & reduces duplicates in following year.	99.4% of 2003 filings held initial hearings within one year, excluding those with applicant waivers filed.	95% of hearings scheduled within one year, excluding filings with applicant waivers.	With filings remaining at a manageable level for several years and usage of automation, COB has been successful in providing this level of client service. However, with increased filings, ability to provide this level of service may decline.
<b>RESULTS OF CUSTOMER SATISFACTION SURVEYS.</b> <b>What:</b> Measurement of success in meeting clients' needs. <b>Why:</b> Assesses COB's success in meeting the needs of its customers in a professional and courteous manner.	COB has received favorable ratings from 95%-100% of respondents.	97% rating of services as good or outstanding.	COB has received favorable ratings from 95%-100% of its clients.

## FY 2004-05 Key Project Accomplishments:

- Re-located Assessment Appeals Intake unit into Hall of Administration for more efficient management of the department and relocation of public service activities to the first floor.
- Developed computer shared area providing all staff with access to department policies, procedures and forms.
- Expanded information provided on Clerk of the Board's public website and internal County intranet site.

## Organizational Summary



**COB - Executive** - Provides leadership and vision, management oversight and direction to all COB functions; performs administrative functions including budget preparation and monitoring, strategic financial projections, human resources, legislative analysis, prepares business plan and monitors progress in meeting goals and performance indicators.

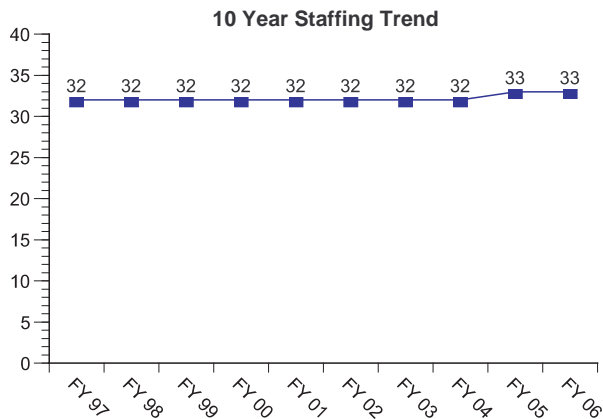
**Board Services** - Prepares and publishes agendas for Board of Supervisors and other authorities in accordance with legal requirements for public meetings; records and publishes actions taken by the Board; maintains official rosters of Boards, Commissions and Committees; processes legal publications, postings and notices; receives and administers bid

openings for County projects; administers oaths of office for various elected and appointed officials and employees; serves as filing officer for Statement of Economic Interest forms; receives and processes claims, summons and complaints against the County.

**Assessment Appeals** - Receives and processes assessment appeal applications; schedules hearings in accordance with legal requirements; prepares minutes and processes actions of the Appeals Boards and Hearing Officers; provides assistance and education on the assessment appeals process to the general public and professional groups through workshops, brochures and the Internet.

**Administration/Files Mgt** - Provides files management for all records that the Clerk of the Board is required to maintain; assists County staff and the public with research and retrieval of information; provides technical knowledge and coordination in development and implementation of automation projects; provides end-user system support services; performs purchasing, petty cash and payroll functions for COB and the Board of Supervisors Offices.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- Clerk of the Board has maintained level staffing requirements primarily due to automation of previously labor-intensive activities. Increase of one position in FY 04-05 was due to a transfer from the County Executive Office to support the Board Chairman.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

Through use of automation developed and implemented over the past few years, COB has been able to reduce ongoing operational costs and maintain level staffing. COB will continue to pursue cost savings and revenue enhancements where efficient and cost-effective. Ideas implemented include use of on-line filing of assessment appeals applications to reduce errors and eliminate costs of data entry and utilization of online document storage to reduce printing costs and for faster and easier document location and retrieval.

### Changes Included in the Base Budget:

Reductions were made for one-time costs included in FY 04-05 budget of \$55,000 for relocation of Assessment Appeals Intake unit, \$75,000 for claims administrator in Bunker class action lawsuit and \$10,000 allocated for facility maintenance. In order to meet its FY 05-06 Net County Cost limit, the department reduced services and supplies expenditures required for a level service budget by \$79,147, with the most significant reductions made to telephone services, reprographics costs, postage, facility maintenance and general office supplies. An augmentation to restore these funds has been submitted.

### Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	Brass Ser.
<b>FUNDING TO RESTORE CURRENT LEVEL OF SERVICE</b> Amount: \$ 79,147	\$79,147 to restore reductions made to meet NCC limit. Funding req'd to provide continue level svc.	Funding will allow Department to continue to operate at the same level of service as FY 2004-05.	2383
<b>RESTORE CONTINGENCY FUNDING FOR BOARD &amp; PLANNING COMMISSION ROOM MINOR REPAIRS</b> Amount: \$ 10,000	Restore \$10K funding for minor repairs to Board & Planning Commission Rooms and other mtg rooms.	Provides contingency funding to address minor repairs in a timely manner.	2386

## Final Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual Exp/Rev	Budget As of 6/30/05	Actual Exp/Rev <sup>(1)</sup> As of 6/30/05	Final Budget	Actual Amount	Percent
Total Positions	32	33	33	33	0	0.00
Total Revenues	14,501	202,990	201,996	121,100	(80,896)	-40.04
Total Requirements	2,398,816	2,744,750	2,698,016	2,690,320	(7,696)	-0.28
Net County Cost	2,384,315	2,541,760	2,496,021	2,569,220	73,199	2.93

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2004-05 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Clerk of the Board in the Appendix on page page 474

## Highlights of Key Trends:

- In FY 2005-06, the Clerk of the Board will continue to focus on implementation, critical enhancements and general maintenance of the existing multi-year automation needs/projects. It is essential that the Clerk of the Board ensure the integrity of the existing automation that allows the department to promptly and adequately respond to greater demands in assessment appeals filings. The FY 2004-05 filing year is anticipated to remain stable at last year's increased rate; however it is difficult

to anticipate workload for the FY 2005-06 filing year. High interest rates, or a "soft" housing market could have a significant impact on next year's residential filings.

- The department continues to focus on new automation techniques and public outreach to enhance service levels to both the public and internal clients, as well as enhance the preservation of documents and retrieval of information retained by the Clerk of the Board.

## Budget Units Under Agency Control:

No.	Agency Name	COB - Executive	Board Services	Assessment Appeals	Administration/Files Mgt	Total
011	Clerk of the Board	345,160	755,554	967,615	621,991	2,690,320
	Total	345,160	755,554	967,615	621,991	2,690,320

## 017 - COUNTY EXECUTIVE OFFICE

### Operational Summary

#### Mission:

The mission of the County Executive Office is to support and implement Board policy and direction through corporate action and leadership, communication and coordination of strategic and regional planning, and to ensure effective service delivery through efficient management of the County's workforce and resources, and to identify and respond to needs in a proactive style focused on customer service.

#### Strategic Goals:

- Goal 1: Facilitate, support and ensure the implementation of decisions by the Board of Supervisors in a proactive style focused on customer service.
- Goal 2: Improve County government's effectiveness in addressing community issues and needs.
- Goal 3: Ensure the financial strength and integrity of the County of Orange.
- Goal 4: Preserve and advance the regional services and infrastructure that the Orange County community relies upon by working collaboratively with other levels of government and community-based organizations to ensure that regional issues and needs are addressed.

#### Key Outcome Indicators:

Performance Measure	2004 Business Plan Results	2005 Business Plan Target	How are we doing?
<b>BOARD RATING OF CEO SUPPORT</b> <b>What:</b> Board Members rate quality of support provided by CEO <b>Why:</b> To provide CEO with feedback on quality of support provided to the Board	As a cost-saving measure, the CEO delayed utilizing a consultant to conduct the survey	The CEO will conduct regular briefings with each Board office	The Board of Supervisors provides immediate feedback to the CEO and staff at regular briefings
<b>AGENCY/DEPT RATING VALUE OF CEO'S STRATEGIC, FINANCIAL, TECHNOLOGY AND EMPLOYEE RELATIONS SUPPORT</b> <b>What:</b> Feedback on agencies assessment of CEO's strategic, financial, technology and employee support <b>Why:</b> To measure the effectiveness of leadership and services provided by the CEO to agencies/ departments	Surveys in progress or completed include: CEO/IT Services, CEO/Purchasing, CEO Support of Computerized Agenda Management System (CAMS) and CEO/Media Affairs Services	CEO will identify and conduct additional service surveys	Surveys in progress

#### At a Glance:

Total FY 2004-2005 Actual Expenditure + Encumbrance:	15,088,561
Total Final FY 2005-2006	18,198,951
Percent of County General Fund:	0.69%
Total Employees:	110.00

## Key Outcome Indicators: (Continued)

Performance Measure	2004 Business Plan Results	2005 Business Plan Target	How are we doing?
<b>COUNTY OF ORANGE CREDIT RATINGS</b> <b>What:</b> Ratings by major bond rating companies (Moody's, S&P, Fitch) <b>Why:</b> Credit ratings are indicative of financial credit worthiness and factor into borrowing costs	Moody's and Standard & Poor's continued County's issuer ratings of Aa2 and A+, respectively	Maintain / Improve rating	The County has managed to maintain its credit rating at the same time California's rating slides
<b>COUNTY PROPOSED BUDGET CONSISTENCY, MEASURED IN DOLLARS AND PROJECTS, TO STRATEGIC FINANCIAL PLAN</b> <b>What:</b> Indicates extent to which departments consider SFP in developing programs/budget <b>Why:</b> The annual budget implements the first year of the SFP requiring the two to be consistent	The budget for 04-05 is \$543 million after \$27 million in services level reductions were considered and \$7 million was approved for funding	The 2004 Plan projects \$556 million available for 05-06. Limits will be level for the second year with any additional funds used to "buy back" the highest priority services that would otherwise be lost	Including the 2004 Plan, the last three SFPs have focused on reduced resources. The 04-05 budget is consistent with the SFP
<b>LEGISLATIVE AGENDA AND LOCAL GOVERNMENT AWARENESS OF REGIONAL SERVICES AND COORDINATION PROVIDED</b> <b>What:</b> Provide local governments within Orange County information on the County's leadership on legislation <b>Why:</b> Provides CEO a measure of success in defining legislative agenda and achieving favorable results	As a cost-saving measure, the CEO delayed utilizing a consultant to conduct the survey	CEO will publish regular and timely bulletins on current legislative issues	Published 20 Legislative Tracking Reports, 19 Legislative Bulletins and 11 Washington Reports

## FY 2004-05 Key Project Accomplishments:

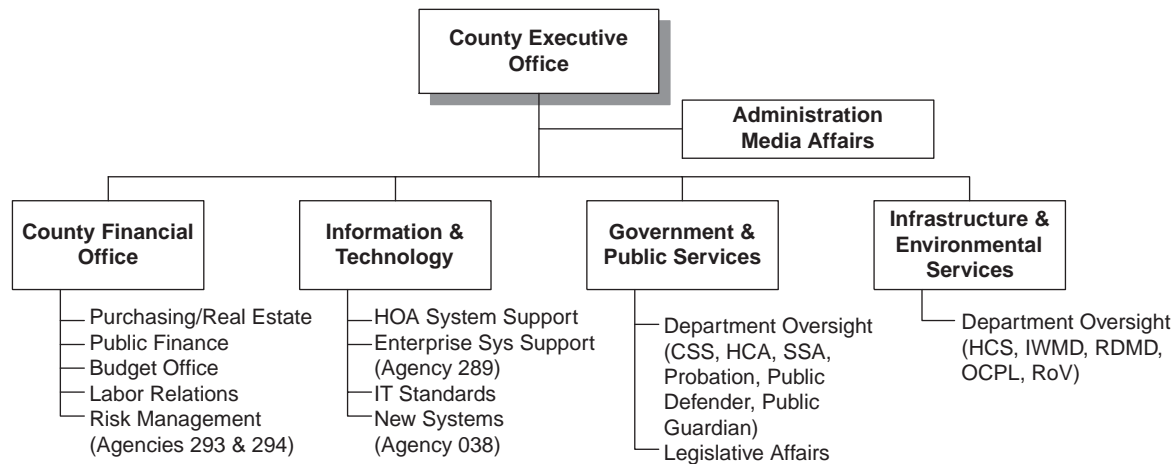
- GOAL 1: Facilitate, support and ensure the implementation of decisions by the Board of Supervisors
- Reorganization of County organizational structure from 17 County Executive Officer direct reports to seven presented to Board of Supervisors and adopted January 2004.
- The 2004 County Strategic Financial Plan was adopted by the Board in June, 2004.
- The 2005 Business Plan process was implemented with final plans due in March 2005.
- Conducted Strategic Financial Plan Workshops and Budget briefings to provide the Board with up-to-date information and data to assist the Board in becoming familiar with the fiscal challenges facing the County in the up-coming Fiscal Year, and to assist the Board in making the necessary decisions to adopt the FY 2004-05 County Budget.
- Briefed each Board member and Board Executive Assistants, as needed, regarding future agenda items as well as off-agenda items to assist each Board office in preparing for Board meetings and to keep them apprised of key policy issues.
- Fiscal impact analysis presented to Board of Supervisors concerning proposed diversion of Proposition 172 funds to the Orange County Fire Authority.
- Monitored State and Federal legislative activity closely and assessed potential impacts to the 2004-05 County budget following the Board adopted Legislative Platform and procedures.
- Updated and published the Community Indicators Report.
- Published Monthly "County Connections" employee newsletter.
- Completed labor contract negotiations and MOUs with Orange County Managers Association (OCMA), SEIU Operations and Services Maintenance Unit, IOUE Craft and Plant Unit, OCAA Attorneys Unit, and Orange County Employees Association Community Services Unit, General Services Unit, General Unit, Health Professional Unit, Office Services Supervisory Management Unit, and Special Services Officers Unit.

- Continued to achieve significant progress on standardizing procurement solicitation and contract documents for human services, public works and architect-engineer procurements, including the development of instructional materials for using these documents.
- Developed a County IT Strategic Plan and a revised IT Governance Model.
- Implemented Orange County's first IT Project Management training program to develop project management skills in support of succession planning and staff development.
- Developed and implemented an online customer satisfaction survey instrument. For Department Heads/Agency Directors and Executive Management to assess CEO-IT County wide technical and non-technical service. This survey also measures ACS performance.
- Completed relocation of the County Records Center facility to Grand Avenue.
- GOAL 2: Improve County government's effectiveness in addressing community issues and trends
- Provided training to County employees in core areas such as executive development and coaching, performance management and EEO.
- In support of succession planning and development, graduated the second of Orange County Leadership Academy class of 30 employees and commenced the third class.
- Continued timely dissemination of critical purchasing information and policies through the CEO-Purchasing Bulletin format.
- Continued meeting regularly with County purchasing/contracting staff through the Human Services Best Practices Group, the Public Works/A-E Contracts Workgroup, and the Purchasing Best Practices Committee.
- Continued chairing the Human Services Best Practices Group, setting goals and documenting decisions and achievements.
- Continued conducting the Purchasing Best Practices Group meetings with mini training sessions at each meeting and frequent vendor presentations.
- GOAL 3: Ensure the financial strength and integrity of the County of Orange
- Developed the 2004 Strategic Financial Plan approved by the Board in June 2004 and integrated it with the FY 2004-2005 budget process.
- Presented a balanced budget for 2004-05 which was adopted by the Board on June 29, 2004.
- Enhanced the quarterly budget report to include a consolidated look at budgeted vs. actual labor related costs.
- Maintained Moody's and Standard & Poor's credit ratings of Aa2 and A+, respectively, at the same time that the State of California's credit rating slipped.
- Conducted summer investor relations meetings in New York.
- Issued \$200 million in bonds for loan originations in Orange and Los Angeles Counties through SCHFA/CalHFA, a joint partnership with the State of California in Orange and Los Angeles Counties.
- Prepared and presented to the Board of Supervisors a Debt Capacity Report addressing the County's General Fund debt.
- Maintained a central working relationship with OCERS, including coordination with Human Resources Employee Benefits, CEO Employee Relations and CEO Budget Office, to manage the impacts of the new retirement benefit rate, retiree medical costs and other matters relating to the retirement system.
- CEO legislative staff and County Counsel worked on inserting language in the State budget implementing legislation which preserved the State intercept of sales tax revenues and motor vehicle license fees for the payment of debt service for the County's bankruptcy recovery financings.



- Issued Apartment Development Revenue Bonds, 2004 Series A, B, and C (totaling \$19.5 million) for Woodbridge Manor Apartments, which will provide 164 affordable units for very low income elderly persons for approximately 40 years.
- Issued Series A of 2004 Special Tax Bonds for Community Facilities District No. 2003-1 (Ladera Ranch), Phase V, in the amount of \$57,185,000, to finance public facilities for the development of the District.
- Issued numerous countywide master contracts to secure volume discounts and reduce duplicative procurement solicitations.
- Actively supported the Board's commitment to the Governor's workers' compensation reform effort, resulting in passage of SB899 to contain the escalating workers' compensation costs.
- Completed all administrative actions and are awaiting State approval of the new Medical Provider Network to improve care and reduce workers' compensation costs for injured employees.
- Initiated legislative proposals to reduce the administrative and premium costs of the mandatory official's bonds, and facilitate the return to work of industrially injured employees. The proposals were endorsed by the Board, sponsored and signed by the Governor as SB1182 and AB 2982.
- Launched an Intranet site for all County Employees to access Risk Management services; workers' compensation, insurance, liability and safety forms; monthly safety newsletters; and access to Material Safety Data Sheets on the safe use of over 1,600 chemicals in use by county employees, 58 on-line training modules, and over 100 "safety talk" guidelines for supervisors to use in unit training.
- Completed 163 new and 56 follow-up facility inspections, 110 training classes for 1,442 employees, 121 ergonomic evaluations, and 23 departmental safety plan reviews.
- Established new documentation on boiler, machinery, air and LP tank safety and permit management.
- Brought in Leased Space IT revenue that was used to offset \$2 million in Enterprise Data Center (EDC) operations costs.
- Goal 4: Preserve and advance the interest of the Orange County Community by working with other levels of government and ensuring regional issues and needs are addressed.
- Completed a very active and successful legislative program in Sacramento and Washington, D.C.
- Facilitated and coordinated, with other public agencies, the annexation of an additional 9 County islands into four cities.
- Employee Relations continued tracking and monitoring legislation relating to workforce, employment and benefits issues as developments occurred during the legislative session and coordinated with CSAC and the CEO's Legislative Affairs to provide information on potential impacts and articulated positions.
- Worked closely with the Local Agency Formation Commission (LAFCO) to develop strategies to address regional issues and regional service delivery.
- Supported the Board of Supervisors with full participation in two LAFCO sponsored Municipal Service Review Committees.
- Conducted monthly meetings with Orange County City Managers to address issues of common interest.

## Organizational Summary



**County Executive Office** - Provides corporate leadership and oversight to assure implementation of Board policies and directions. The CEO has eight direct reports and budget oversight responsibility for all County departments. CEO Administration and Media Relations provides leadership in developing and presenting strategies for communication of County programs; manages and guides internal operations for CEO including budget, building security, agenda reviews, and coordination with County agencies. CEO Employee Relations provides leadership and guidance for all aspects of the development, recommendation, and implementation of negotiation strategies. Responsibilities include representation of the Board and the County in labor relations and maintaining successful relations with County Labor organizations. The County Executive Officer supervises the Directors of John Wayne Airport, Human Resources, and Dana Point Harbor.

**County Financial Office** - Provides leadership and oversight of the overall financial operations of the County. Major responsibilities include long-range strategic financial planning, public finance, risk management, budget, corporate business planning, corporate purchasing, and real-estate support.

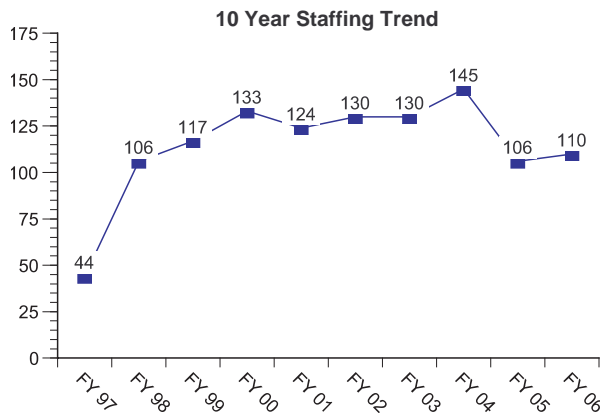
**Information & Technology** - Provides leadership in the strategic planning, implementation, and overall best practices operations of corporate information technology to achieve County goals and objectives. Major responsibilities include the County IT Strategic Plan, IT Standards, IT Governance model oversight and management, IT policy development, IT and HIPAA security, Enterprise Data Center operations, local and wide area network operations applications development and programming, IT Assessments and telecommunications.

**Infrastructure & Environmental Services** - Provides leadership and oversees management of the following county agencies/departments: Housing & Community Services, Resources & Development Management, Public Library, Integrated Waste Management Department, and Registrar of Voters. Coordinates service delivery and policy development of key countywide regional services to accomplish county corporate and regional goals.

**Government & Public Services** - Provides leadership in planning and establishing effective governance structures and relationships to accomplish county corporate and regional goals. Oversees management of the following County agencies/departments: Social Services Agency,

Health Care Agency, Probation, Public Defender, Public Guardian, and Child Support Services. Other major responsibilities include coordination of all Federal and State legislative advocacy efforts, and the County's External Restructuring Program.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- FY 97/98 - As a result of County restructuring, the Office of Human Resources (HR), Purchasing, Real Estate, and the Records Management Program (Record Center), and an accompanying 62 positions, merged into the County Executive Office. Prior to FY 97/98, the Office of HR was an independent operating agency, and Purchasing, Real Estate, and the County Records Center were divisions within General Services Agency, which was disbanded during the restructuring process.
- FY 98/99 - Positions increased to support strategic priorities and other activities, such as Real Estate, Homeless Issues Coordination, and El Toro Master Development Program. This included position transfers from other operating agencies, i.e., PF&RD and HCD, to the CEO, as well as some limited-term positions.
- FY 99/00 - Positions increased to support strategic priorities. This included a position transfer from SSA, ongoing program support conversions from extra help to regular, and limited-term positions to support the El Toro Master Development Program.
- FY 00/01 - Positions decreased as limited-term positions related to El Toro MCAS were deleted.
- FY 01/02 - One position added to Human Resources for clerical support of the Volunteer Program and virtual employment center. Two long term extra help positions converted to regular positions, one for Strategic Affairs to support Media Relations and one to support CEO Administration. Four positions transferred in from Data Systems to support the Hall of Administration. In the Final Budget one additional position added in Purchasing to jointly support both Children and Families Commission and the LRA. Mid year, in 00-01, four positions transferred from CEO to the Local Redevelopment Authority and two positions added for the Watershed Program and child care coordination.
- FY 02/03 - One position transferred to Housing and Community Development for coordination of homeless issues. One position transferred in from Information and Technology ISF to provide purchasing support.
- FY 03/04 - One position deleted in Human Resources as a result of the Strategic Financial Plan reductions. Two positions transferred in to support the new federal mandate for Health Insurance Portability and Accountability Act (HIPAA). Ten positions transferred in from Employee Benefits as Limited Term for CEO IT pilot project for scanning County documents. Four positions added as an augmentation to CEO purchasing to accomplish the goals of the Board's Ad Hoc Committee recommendations.
- FY 04/05 - The CEO Reorganization was approved by the Board, and adopts a Deputy CEO approach to improve the span of control. Eight positions were deleted, two positions were transferred out, and two positions, one Deputy CEO and one Executive Secretary were added to accomplish this reorganization. Human Resources became a distinct department, while the CEO retains the ten positions for Labor Relations. Ten positions under the CIO were transferred to agency 289 to provide scanning services for the County.
- FY 05/06 - CEO purchasing and real estate functions were separated and one position was transferred out from CEO Real Estate to RDMD Real Estate. One position was also transferred in to CEO IT Support from County Counsel to facilitate supervision and share resources. The Board also approved augmentations, with no increase in Budget appropriations, to convert four contract positions, three in Information and Technology and one in the Budget Office, to regular positions, for on-going work which supports advances in technology.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

The County Executive Office will lead the Board's strategic planning process, update the Strategic Financial Plan and continue development and implementation of the County's financial systems, including debt reduction, integrate and coordinate regional planning efforts, provide leadership in the development of the County's financial, technology, employee relations, and administrative functions, and support the Board in developing and pursuing the Orange County Legislative Platform.

### Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	Brass Ser.
<b>ADD 1 SYSTEMS PROGRAMMER/ANALYST II TO REPLACE CONTRACT STAFF</b> Amount: \$ 0	1 Systems Prog/Anal II to replace contract pos. for Budget Office for BRASS & other syst. support.	Continue to provide current level of systems support to the County Budget Office at a reduced cost.	1786
<b>ADD 1 INFORMATION SYSTEMS TRAINEE II &amp; 1 INFORMATION SYSTEMS TECHNICIAN TO REPLACE CONTRACT POSITIONS</b> Amount: \$ 0	1 Info Syst Trainee II & Info Syst Tech to replace contract pos. for CEO/IT.	Continue to provide current level of systems support to CEO/IT at a reduced cost.	1898
<b>ADD 1 ADMINISTRATIVE MANAGER I TO REPLACE CONTRACT POSITION</b> Amount: \$ 0	1 Admin Mgr I to replace existing contract position for CEO/IT to provide Project Management.	Continue to provide current level of management support to the CEO-PMO at a reduced cost.	1909

### Final Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual Exp/Rev	Budget As of 6/30/05	Actual Exp/Rev <sup>(1)</sup> As of 6/30/05	Final Budget	Actual Amount	Percent
Total Positions	137	106	106	110	4	3.77
Total Revenues	2,359,229	2,257,851	2,191,735	2,193,000	1,265	0.05
Total Requirements	16,981,957	17,972,139	14,845,208	18,198,951	3,353,743	22.59
Net County Cost	14,622,728	15,714,288	12,653,473	16,005,951	3,352,478	26.49

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2004-05 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: County Executive Office in the Appendix on page page 480

### Highlights of Key Trends:

- The most significant challenge faced by County government has been, and continues to be, the uncertainty of the State budget and its potential impact on County services. This daunting task includes addressing the impacts of another major property tax revenue shift

from the County of nearly \$37 million per year for two years from the General Fund, Harbors, Beaches and Parks, Flood and Redevelopment.

- The County Executive Office, where possible, has developed strategies and approaches to identify alternatives for the Board and the Legislature to minimize local

impacts. The County Executive Office continues to focus on identifying various financial options for the Board of Supervisors to utilize in addressing potential impacts from these budget scenarios. CEO staff continues to tightly monitor our expenditures and has maintained a limited hiring freeze.

- Another major financial impact to the County includes the potential special election this year and possible diversion of Proposition 172 Public Safety Services Fund from the Sheriff's Department and the District Attorney to the Orange County Fire Authority (OCFA). These voter-approved funds have been allocated 80 per-

cent to the Sheriff and 20 percent to the District Attorney and are used to offset the State's previous ERAF shift of property tax revenues from the County; OCFA was exempt from that shift. The potential reduction of additional revenue from the General Fund could not come at a more challenging time given the stresses of the State's fiscal condition. CEO staff provides detailed financial information concerning the fiscal impact of this ongoing revenue diversion, current legislation affecting the County, and assists the Board with its policy deliberations on these matters.

### Budget Units Under Agency Control:

No.	Agency Name	County Executive Office	County Financial Office	Information & Technology	Infrastructure & Environmental Services	Government & Public Services	Total
004	Miscellaneous	0	195,463,571	0	0	0	195,463,571
016	Recovery COP Lease Financing	0	70,086,109	0	0	0	70,086,109
017	County Executive Office	5,736,860	7,834,524	1,845,143	311,488	2,470,936	18,198,951
019	Capital Acquisition Financing	0	7,240,396	0	0	0	7,240,396
036	Capital Projects	0	50,182,805	0	0	0	50,182,805
038	Data Systems Development Projects	0	0	14,995,305	0	0	14,995,305
081	Trial Courts	0	73,701,029	0	0	0	73,701,029
104	Criminal Justice Facilities - Accumulative Capital Outlay	0	8,312,330	0	0	0	8,312,330
105	Courthouse Temporary Construction	0	3,235,000	0	0	0	3,235,000
12J	DNA Identification Fund	0	500,000	0	0	0	500,000
135	Real Estate Development Program	0	926,859	0	0	0	926,859
13A	Litigation Reserve - Escrow Agent FTCL	0	188,927	0	0	0	188,927
13J	Children's Waiting Room	0	651,494	0	0	0	651,494
13N	Orange County Tobacco Settlement	0	37,099,164	0	0	0	37,099,164
145	Revenue Neutrality	0	8,377,937	0	0	0	8,377,937
14B	County Public Safety Sales Tax Excess Revenue	0	76,726,653	0	0	0	76,726,653
14L	Local Law Enforcement Block Grant	0	10,990	0	0	0	10,990
14U	Court Facilities	0	3,173,965	0	0	0	3,173,965
14V	Debt Prepayment	0	116,180,836	0	0	0	116,180,836
14X	Tobacco Settlement	0	2,189,882	0	0	0	2,189,882
14Y	Indemnification Reserve	0	27,300	0	0	0	27,300
14Z	Litigation Reserve	0	3,685,042	0	0	0	3,685,042
15J	Pension Obligation Bonds Debt Service	0	25,478,560	0	0	0	25,478,560
15P	Refunding Recovery Bonds	0	60,977,134	0	0	0	60,977,134

**Budget Units Under Agency Control:**

No.	Agency Name	County Executive Office	County Financial Office	Information & Technology	Infrastructure & Environmental Services	Government & Public Services	Total
15S	Designated Special Revenue	0	27,113,897	0	0	0	27,113,897
289	Information Technology Internal Service Fund	0	0	54,439,822	0	0	54,439,822
293	Workers' Compensation Internal Service Fund	0	55,125,919	0	0	0	55,125,919
294	Property and Casualty Risk Internal Service Fund	0	33,154,403	0	0	0	33,154,403
599	O. C. Special Financing Authority Debt Service	0	82,390,125	0	0	0	82,390,125
9A0	Debt Service	0	52,550,100	0	0	0	52,550,100
9B0	Debt Service	0	185,830,916	0	0	0	185,830,916
9C0	Debt Service	0	219,464,161	0	0	0	219,464,161
	Total	5,736,860	1,407,880,028	71,280,270	311,488	2,470,936	1,487,679,582

## 135 - REAL ESTATE DEVELOPMENT PROGRAM

### Operational Summary

#### Description:

This Fund contains appropriations for up-front costs related to real estate development projects such as advance planning, appraisals, advertising, etc. Revenue from such projects is then transferred to the General Fund. Rents from automated teller machines, cafeterias, and vendor carts are the primary sources of ongoing revenue.

#### FY 2004-05 Key Project Accomplishments:

- Sale of Forest Paul Parcel.

#### At a Glance:

Total FY 2004-2005 Actual Expenditure + Encumbrance:	2,003,855
Total Final FY 2005-2006	926,859
Percent of County General Fund:	N/A
Total Employees:	.00

### Budget Summary

#### Changes Included in the Base Budget:

The budget includes the sale of the Santa Ana Boulevard parcel and ongoing vendor concession revenues.

#### Final Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual Exp/Rev	Budget As of 6/30/05	Actual Exp/Rev <sup>(1)</sup> As of 6/30/05		Actual Amount	Percent
Total Revenues	1,767,090	2,523,975	2,033,678	926,859	(1,106,819)	-54.42
Total Requirements	1,769,707	2,523,975	2,010,681	926,859	(1,083,822)	-53.90
Balance	(2,616)	0	22,997	0	(22,997)	-100.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2004-05 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Real Estate Development Program in the Appendix on page 579

#### Highlights of Key Trends:

- Only one significant land sale is expected this year. Vendor concessions are down slightly due to a change in the mix of vendors.

## 025 - COUNTY COUNSEL

### Operational Summary

#### Mission:

To provide the highest quality legal advice and representation to the Board of Supervisors, elected and appointed department heads, County agencies/departments and staff, and Board-governed special districts.

#### Strategic Goals:

- Provide highly competent legal advice to clients on matters related to their public duties and responsibilities in the administration of the public's business, in accordance with high ethical and professional standards.
- Effectively prosecute and defend civil actions in which clients are involved.
- Deliver all legal services to clients as efficiently and economically as possible.

#### Key Outcome Indicators:

Performance Measure	2004 Business Plan	2005 Business Plan	
	Results	Target	How are we doing?
<b>PERCENTAGE OF CLIENTS RATING ADVISORY SUPPORT AS SATISFACTORY IN TERMS OF QUALITY &amp; RESPONSIVENESS.</b> <b>What:</b> Measurement of quality and effectiveness of services provided. <b>Why:</b> Client satisfaction is the primary measure of success for a service agency.	93% or better based on survey of clients.	Maintain at 90% or better rate of success.	Exceeded goal.
<b>PERCENTAGE OF WRITTEN OPINIONS CHALLENGED IN COURT OR ADMINISTRATIVE PROCEEDINGS.</b> <b>What:</b> Measurement of the quality of legal advice. <b>Why:</b> Provides measure of quality of services provided.	No opinions challenged.	Maintain at 5% or less.	Exceeded goal.
<b>PERCENTAGE OF WRITTEN OPINIONS THAT ARE UPHELD.</b> <b>What:</b> Measurement of the quality of legal advice. <b>Why:</b> Provides measure of quality of services provided.	No opinions challenged.	Maintain 90% or better rate of success.	Exceeded goal.



## Key Outcome Indicators: (Continued)

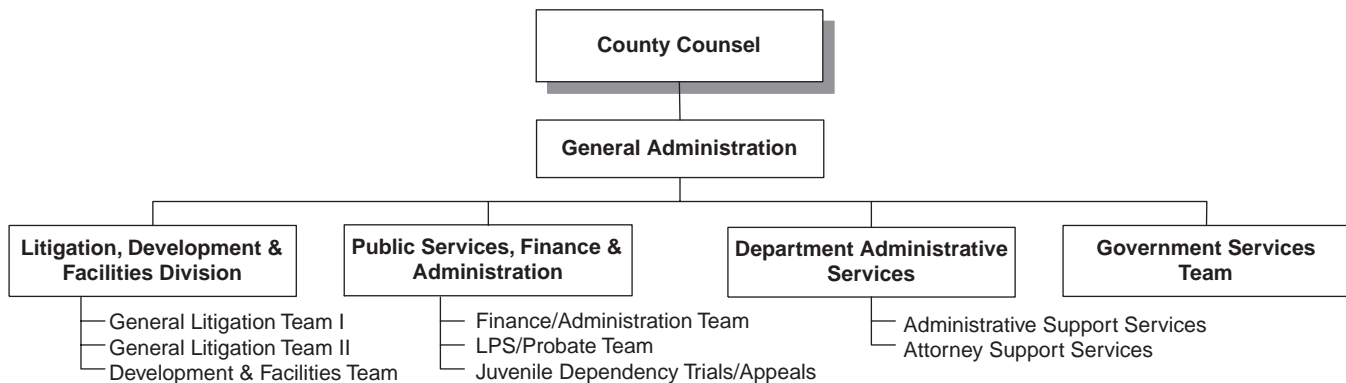
Performance Measure	2004 Business Plan Results	2005 Business Plan Target	How are we doing?
<b>PERCENTAGE OF CLIENTS RATING LITIGATION SUPPORT AS SATISFACTORY IN TERMS OF QUALITY/RESPONSIVENESS.</b> <b>What:</b> Measurement of quality and effectiveness of services provided. <b>Why:</b> Client satisfaction is the primary measure of success for a service agency.	90% or better based on survey of clients.	Maintain at 90% or better rate of success.	Met goal.
<b>PERCENTAGE OF DEPENDENCY CASES UPHELD ON APPEAL.</b> <b>What:</b> Measurement of the quality of services provided by County Counsel. <b>Why:</b> Provides measure of quality and effectiveness of services provided.	Over 90% were upheld on appeal.	Maintain 90% or better rate of success.	Exceeded goal.
<b>PERCENTAGE OF MENTAL HEALTH CASES WON OR RESOLVED WITH APPROVAL OF CLIENT.</b> <b>What:</b> Measurement of the quality of services provided by County Counsel. <b>Why:</b> Provides measure of the quality and effectiveness of services provided.	94% won or resolved.	Maintain 90% or better rate of success.	Exceeded goal.
<b>PERCENTAGE OF GENERAL LITIGATION CASES WON OR RESOLVED WITH APPROVAL OF CLIENT.</b> <b>What:</b> Measurement of the quality of services provided by County Counsel. <b>Why:</b> Provides measure of quality and effectiveness of services provided.	Estimated to be 90-95%.	Maintain 90% or better rate of success.	Met or exceeded goal.
<b>PERCENTAGE OF CLIENT REQUESTS FOR LEGAL ADVICE RESPONDED TO WITHIN 30 DAYS.</b> <b>What:</b> Measurement of the timeliness and effectiveness of services provided. <b>Why:</b> Provides measure of quality and effectiveness of services provided.	The number of opinion requests still outstanding after 30 days is 15% or less than the 1998 baseline, and represents a 47% decrease in outstanding opinion requests since 2002.	Maintain inventory of 30-day old opinion requests at 15% or less of 1998 baseline.	Exceeded goal.
<b>PERCENTAGE OF CLIENTS RATING ADVISORY &amp; LITIGATION SERVICES AS SATISFACTORY IN TERMS OF TIMELINESS.</b> <b>What:</b> Measurement of timelines of services provided. <b>Why:</b> Client satisfaction is the primary measure of success for a service agency.	93% or better based on survey results.	90% or better based on survey results.	Exceeded goal.

## FY 2004-05 Key Project Accomplishments:

- Provided legal assistance to ensure that enactment of Proposition 1-A (a statewide ballot initiative) would not impair the County's bankruptcy recovery debt pledges and liens.
- Successfully appealed an adverse trial court decision that would have seriously limited the County's ability to require builders to comply with the Foothill Trabuco Specific Plan.
- Provided increased legal services to Registrar of Voters on novel issues, including implementation of the Federal Help America Vote Act, electronic voting, special elections and local initiatives.
- Provided a high level of legal support for the Rancho Mission Viejo development project process.

- Protected the County's rights in a condemnation action filed by the Santa Ana Redevelopment Agency regarding acquisition of a building which housed County HCA/Environmental Health Division and obtained compensation and relocation benefits.
- Assisted County CEO in avoiding condemnation action threatened by OCTA for its SR-22 widening project, and assisted in negotiating a settlement of claims in a way that compensated the County for the property rights acquired by OCTA and resulting losses sustained by the County.
- In 2004, prepared 364 mental health (LPS) cases for jury trial, a 53% increase over the previous year.
- Assisted John Wayne Airport staff in drafting emergency contracts for construction of and improvements to screening of airline passengers.
- Assisted Human Resources Department on implementation of self-directed brokerage option for participants in the County's Deferred Compensation Program.
- Advised RDMD/Flood/Santa Ana Program staff regarding the responsibilities of the Orange County Flood Control District in dealing with property owners and members of the public in response to request for information and documents, and in negotiation of potential acquisitions as a part of the Prado Dam project.
- Advised RDMD/Real Estate regarding the County's responsibilities in dealing with property owners in the Tustin area as to possible acquisition of properties necessary for extension of walking trail.
- Assisted in the preparation of the Kermore Lane kennel noise ordinance.
- Provided a significant level of legal support for the ongoing Dana Point Harbor revitalization.
- Continuation of the Law Awareness Workshop program.
- Successfully represented the County and its various departments in Pitchess motions for law enforcement records, and subpoenas for employee records.
- Provided legal advice and representation for the Assessor on tax matters before the Assessment Appeals Board and in the Superior Court.
- Through condemnation proceedings and resulting settlements, completed the acquisition of all remaining property interests required by the Orange County Flood Control District for reconstruction of the Segunda Deschecha Canada flood channel.
- Continued to provide both advice and representation in numerous stop notice cases.
- Coordinated the retention of appraisers for the Santa Ana River Project.
- Continued to provide extensive, ongoing training for Social Services Agency personnel relating to child dependency law and proceedings.
- Continued to provide extensive training for Public Administrator/Public Guardian staff in matters relating to the handling of estates and court proceedings and testimony.
- Provided ongoing training to Assessor staff in matters relating to the legal issues involved in equalization of property values.
- Trained various Department and Agency accounting staff in the handling of stop notices in construction cases.

## Organizational Summary



**County Counsel - Executive** - Provides executive management oversight for department. Attends Board of Supervisors' meetings and provides legal services to the Board of Supervisors.

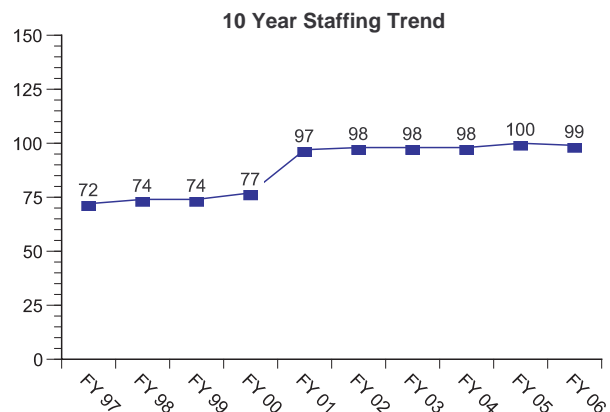
**Litigation, Development & Facilities** - Prosecutes and defends civil actions in which the County or Board-governed districts are involved such as eminent domain proceedings, tax cases, zoning matters, environmental and contract actions, damage suits, and election matters. Also provides legal advice to the Resources and Development Management Department, and drafts and reviews contracts, leases, licenses, permits, deeds and conveyances, and franchises.

**Public Services Division** - Provides legal services to the Public Administrator/Public Guardian in conservatorship matters and legal services to the Social Services Agency in Juvenile Court matters concerning abused, abandoned, or neglected children. Also includes the Finance/Administration Team, which provides legal advice to County departments on public finance matters and tax collection issues, conflict of interest issues, and elections.

**Department Administrative Services** - Provides administrative, clerical, and general support for the County Counsel and the three other divisions. Responsible for secretarial support to the attorneys, law library support and resources, human resources functions, budget, records management, computer systems and network administration, accounting, safety, and purchasing.

**Government Services** - Provides legal advice to officers and employees of specific County departments on matters relating to their duties and responsibilities in the administration of the public business. Drafts and reviews legal opinions, contracts, ordinances, resolutions, and bills for introduction in the Legislature. Advises and represents the Human Resources department and Employee Relations on employee benefit and employee relations issues. Attends meetings of the Board of Supervisors and other County boards and commissions.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- One position was transferred to CEO IT in FY 04/05 to provide better utilization of personnel, backup and cross cultivation of skills.
- Two new positions were added during the FY 04/05 budget hearings. One position was added to respond to an increase in work for the Sheriff-Coroner. The other

position was added to provide additional support and reduce the attorney caseload in the area of SSA/Juvenile Dependency.

- No new positions were added in 03/04 or in FY 02/03.
- One position was added in FY 01/02 in response to client department request for additional service in the area of HCA special education and juvenile client issues.
- Twenty positions were added in FY 00/01 in response to client department requests for additional services in the areas of SSA/Juvenile Dependency and CSA/PA-PG LPS/Probate and for added litigation support.
- Five positions were added from FY 95/96 to FY 99/00 to meet increased service requests by client departments.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

County Counsel will continue to improve efficiencies, effectiveness, and economies within the department through expanded use of technology for communications, document review and production, and legal research. The Office has aggressively engaged staff in identifying any and all possible cost savings that do not compromise our ability to provide our current level of service. This includes careful timekeeping to capture billable time and identification of other revenue sources. Economy also involves maximizing the value of work performed. To this end, County Counsel is involved in two initiatives to make its work product more available and more useful to County employees: an expanded training program for County employees, and the continuing development of an Intranet web site.

### Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	Brass Ser.
<b>ADD 1 DEPUTY ATTORNEY IV - PUBLIC ADMINISTRATOR/PUBLIC GUARDIAN</b> Amount:\$ 135,241	1 Dep. Attorney IV to provide legal services to PA/PG for mental health and probate cases.	Handle court referrals in compliance w/ Court set deadlines; favorable outcomes at 90% or better.	2285

### Final Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual Exp/Rev	Budget As of 6/30/05	Actual Exp/Rev <sup>(1)</sup> As of 6/30/05	Final Budget	Actual Amount	Percent
Total Positions	98	99	99	99	0	0.00
Total Revenues	1,521,381	2,004,500	1,593,634	1,834,000	240,366	15.08
Total Requirements	7,119,183	8,327,249	7,156,489	8,675,732	1,519,243	21.22
Net County Cost	5,597,801	6,322,749	5,562,855	6,841,732	1,278,877	22.98

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2004-05 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: County Counsel in the Appendix on page page 485

### Highlights of Key Trends:

- In the past decade there has been a shift in the skill mix required in the practice of law. Highly specialized professionals have replaced the generalist lawyer. Attorneys in the County Counsel's Office have always been specialists in public law. In recent years, both County Counsel

and litigation attorneys have followed the general trend towards specialization in substantive areas of practice. Developing and maintaining this high level of legal expertise presents a continuing challenge for the Office.

- Advisory attorneys typically provide highly specialized legal services to elected officials, one or more major departments such as the Social Services Agency, the Health Care Agency, Sheriff-Coroner, Probation, Public Facilities and Resources Department and the CEO, as well as smaller departments. General litigation attorneys are focusing their practice on subjects identified with specific departments, including the Treasurer-Tax Collector and the Assessor, the Orange County Flood Control District, Public Facilities and Resources Department, and Planning and Development Services Department. Attorneys working in the Juvenile Dependency and Mental Health/Probate Sections are likewise engaged in highly specialized areas of the law and are physically located in two outlying locations. Moreover,

County Counsel attorneys are being called upon not only to provide general legal advice and representation, but also to become more involved in transactional services and client training.

- Specialization is essential to providing timely, comprehensive legal services, and minimizing the cost of retaining outside counsel. However, with the advantages of specialization come organizational challenges, such as: 1) ensuring that there is sufficient ongoing legal training to minimize the disruption to client services related to changing client needs, attorney vacancies and assignment changes; and 2) maintaining a corporate perspective among attorneys working at different locations.

### Budget Units Under Agency Control:

No.	Agency Name	County Counsel - Executive	Litigation, Development & Facilities	Public Services Division	Department Administrative Services	Government Services	Total
025	County Counsel	415,225	2,562,836	3,310,871	1,245,342	1,141,458	8,675,732
	Total	415,225	2,562,836	3,310,871	1,245,342	1,141,458	8,675,732

## 031 - REGISTRAR OF VOTERS

### Operational Summary

#### Mission:

To ensure the integrity of the County's election process through administration of all federal, state, and local election laws in a uniform, consistent, and accessible manner with the highest possible degree of professionalism. Further, we will work to promote public confidence and increase participation by all eligible Orange County citizens in the elections process.

#### Strategic Goals:

- Continual quality improvement in work and operations of the department.
- Ensure the accuracy of the elections process.
- Ensure public confidence in the elections process through proactive community outreach.

#### Key Outcome Indicators:

Performance Measure	2004 Business Plan Results	2005 Business Plan Target	How are we doing?
<b>IMPROVED DEPARTMENTAL ACCURACY AND EFFICIENCY.</b> <b>What:</b> Improve accuracy and workflow efficiency. <b>Why:</b> To improve service to voters and community as a whole. To hold/reduce costs.	New.	Complete reorganization of department for efficiency. Implementation of office technology to improve efficiency.	Not yet measured. The assessment phase is complete.
<b>ENSURE THE ACCURACY OF THE ELECTIONS PROCESS.</b> <b>What:</b> Accuracy of the initial vote count against the 1% manual recount. <b>Why:</b> Maintain and improve voter confidence in the accuracy of the voting process.	100% accuracy for Primary and General Elections. Secretary of State parallel monitoring also showed 100% accuracy of vote count using the eSlates.	The mandated 1% manual recount will confirm the accuracy of the initial machine vote count and parallel monitoring will continue to be 100% accurate.	The count MUST be accurate and the Registrar of Voters has never failed to match the count with the 1% manual recount.

#### At a Glance:

Total FY 2004-2005 Actual Expenditure + Encumbrance:	14,465,042
Total Final FY 2005-2006	11,001,908
Percent of County General Fund:	0.42%
Total Employees:	50.00

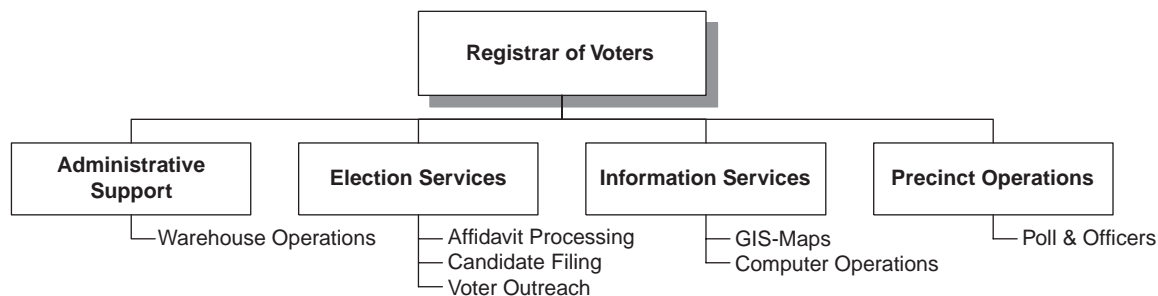
## Key Outcome Indicators: (Continued)

Performance Measure	2004 Business Plan Results	2005 Business Plan Target	How are we doing?
<b>ENSURE PUBLIC CONFIDENCE IN THE ELECTIONS PROCESS THROUGH PRO ACTIVE COMMUNITY OUTREACH.</b> <b>What:</b> Increase public confidence in the elections process through pro active community outreach. <b>Why:</b> Perceptions of citizens are influenced by the degree of positive information available to them.	Voter and Poll Worker survey results following the March Primary elections demonstrated a high degree of confidence in the accuracy and integrity of the elections process.	Implement Orange County Vote project for outreach to schools and other community groups. Enhance participation with businesses and other groups. Implement a plan of pro active media communications to enhance public knowledge of the elections process.	The number of positive media contacts has increased. Department representatives meet with local Chambers of Commerce on a regular basis. Media campaign to augment poll worker recruitment enable the Registrar to meet Poll Worker staffing goals well in advance of the election.

## FY 2004-05 Key Project Accomplishments:

- The November General Election demonstrated successful use of the Direct Record Electronic Voting system throughout the County. Very few problems were encountered. Accurate results were quickly available. The Official 1% Canvass, Secretary of State's parallel monitoring program and a small recount underscored the accuracy of the original results. The Votemobile provided a proactive recruitment tool for poll workers. The use of focus group data following the March Primary guided the development of enhanced poll worker training, including the use of video, CD and DVDs for home study and competency testing. By November, the absentee balloting process was fully automated through the use of Help America Vote Act funding for technological improvements. Communications with poll sites were enhanced through use of cell phones and radios to facilitate in the field problem-solving.

## Organizational Summary



**Registrar Of Voters** - Oversee all functions of the department.

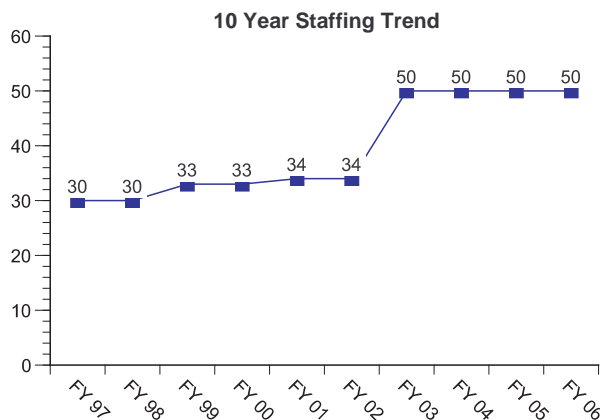
**Administrative Support** - Provide purchasing, human resources, fiscal management, and budget support.

**Election Services** - Provide voter/candidate/balloting services.

**Information Services** - Maintain election and district data bases/programs, voter file, GIS, 5 LANS as well as all election-related hardware.

**Precinct Operations** - Recruit over 7,000 workers and secure over 1,700 polling places.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- The Registrar of Voters Department was a budget unit within the General Services Agency with a staff as high as 58 but decreased to 29 by FY 95-96 as a result of the bankruptcy.

### Final Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>	Final Budget	Actual	Percent
Total Positions	50	50	50	50	0	0.00
Total Revenues	20,827,378	6,155,998	6,773,385	500,000	(6,273,385)	-92.61
Total Requirements	29,739,561	14,728,978	14,335,864	11,001,908	(3,333,956)	-23.25
Net County Cost	8,912,182	8,572,980	7,562,479	10,501,908	2,939,429	38.86

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2004-05 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Registrar of Voters in the Appendix on page 492

### Highlights of Key Trends:

- Legislation passed late in the budget cycle which directed the implementation of Voter Verifiable Paper Audit Trail systems by the June 2006 Primary. Details of implementation requirements and funding sources are not yet available.

### Budget Units Under Agency Control:

No.	Agency Name	Registrar Of Voters	Administrative Support	Election Services	Information Services	Precinct Operations	Total
031	Registrar of Voters	174,581	3,863,583	1,297,689	1,586,913	4,079,142	11,001,908
	Total	174,581	3,863,583	1,297,689	1,586,913	4,079,142	11,001,908

- In September 2001, the Board of Supervisors approved Registrar of Voters strategic plan and increase staffing to the current level of 50.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

Consistent with the departmental business plan as all functions within this department are driven toward conducting elections at the most efficient, cost effective level. In 2002-03, the County designated the implementation of an electronic voting system as a strategic priority. The system demonstrated its accuracy in both the March Primary and November General Election in 2004. Poll Workers are demonstrating increasing proficiency operating the equipment.



## 054 - HUMAN RESOURCES DEPARTMENT

### Operational Summary

#### Mission:

The mission of the County Human Resources Department is to support and implement CEO/Board policies and direction as well as to provide leadership in developing, promoting and implementing human resources programs and services that enable the County to attract and retain a highly skilled and diverse workforce in a rapidly changing environment.

#### Strategic Goals:

- Provide the Human Resources leadership needed to support County agencies and departments in their efforts to recruit and retain a skilled and diverse workforce.
- Ensure the delivery of contemporary and effective Countywide HR services within a framework of employment law, Board policy, and Merit System principles.

#### Key Outcome Indicators:

Performance Measure	2004 Business Plan Results	2005 Business Plan Target	How are we doing?
<b>TIME TO HIRE</b> <b>What:</b> Measurement that provides an understanding of how quickly we are able to fill a vacant position. <b>Why:</b> Top talent is in demand and will be lost if hiring process takes too long.	Indicator in development.	To be determined.	HR is in the process of completing pilot to identify measure's elements and refine the data collection methodology.
<b>CUSTOMER SATISFACTION</b> <b>What:</b> One measure of the responsiveness and delivery of HR programs and services. <b>Why:</b> Measures degree to which customers see business needs met by HR programs, services and policies.	Indicator in development.	To be determined.	HR is developing and will pilot a customer satisfaction survey to be implemented in FY 05-06.
<b>PERCENT OF EMPLOYEES USING WEB FOR OPEN ENROLLMENT</b> <b>What:</b> Measure to determine the extent of employee use of web for open enrollment and benefits management. <b>Why:</b> Employees have 24/7 benefits information access; determines educational needs to increase usage.	40% usage.	Expect 60% usage.	Anticipate 10% increase in employee usage during 04-05.

## FY 2004-05 Key Project Accomplishments:

### RECRUITING:

- Developed and piloted a Success tool to identify Countywide and Department training needs for Talent Seekers
- Completed solo agency (late Summer 2003) and multi agency (September 2004) Recruiting Customer Satisfaction Survey Pilots
- Developed and piloted Countywide an approach to gather Time to Hire data. Results include obtaining a Countywide snapshot of Time to Hire
- Launched on a trial basis a new Publication entitled 'Best Practices' with the first issue addressing Selection
- Began to strategically address County replacement needs to include development of a Countywide Recruitment Plan
- Launched a Countywide Succession Planning Pilot for Management (November 2004)
- In conjunction with CEO/IT and ACS received the "Best in Breed" award from the Center for Digital Government for the development of the County's Online Recruiting System
- Within an expedited timeframe launched a new County Online Recruiting System focused on recruiting efficiencies. For example the current process for Office Services is over 4 times faster in matching talent to hiring authorities when compared to the previous recruitment.

### MARKETING:

- Developed a County brand which was used for the County website and various recruiting tools
- Developed and implemented a Marketing Plan for the fiscal year
- Partnered with other California Counties and led the branding effort to develop a cohesive image through branding and marketing to meet common goals and objectives to attract talent to work for our organizations.

### VOLUNTEER/INTERNS:

- Implemented and coordinated countywide recognition programs for volunteers and interns at a local level through the Orange County Board of Supervisors and at state and national levels through the President's Volunteer Service Awards, NACo Acts of Caring Awards and California Service Awards
- Maximized the use of volunteer resources to meet County needs and service plans by supporting agencies/departments in the recruitment and management of more than 19,225 volunteers who contributed approximately one million service hours with an estimated cost avoidance to County government of \$23 million
- In collaboration with technical staff, created the Online Internship Interest Form to market County internship opportunities, increase recruitment of qualified applicants and facilitate student placement
- In collaboration with Risk Management, researched and analyzed the feasibility of volunteer insurance coverage, and upon Board approval, implemented a Countywide program to coordinate and monitor coverage

### EMPLOYEE BENEFITS:

- Successfully implemented a Self-Directed Brokerage Account for the 457 & 401(a) Plans
- Recommended Health Plan Design changes for negotiations with the Unions which will save the County an estimated \$11.3 million dollars in 2005
- Assisted Employee Relations in negotiating the Health Plan Design changes with the Unions which were approved by the Unions and the Board of Supervisors
- Implemented all the health plan changes including a communications campaign to educate 16,000 employees and 4,600 retirees of the plan changes for 2005

- Successfully completed an RFP process for the PPO Claims Administrator and selected PacifiCare, which the Board approved
- In the process of implementing the change to PacifiCare from Delta Health
- Successfully completed an RFP process for Employee Assistance Program services with ESSCO which the Board approved
- Won the National Association of Government Defined Contribution Administrators 2003 Leadership Recognition Award for outstanding employee communications
- Won the 2003 Eddy Award from the Pension & Investment magazine for outstanding Defined Contribution plan communications
- Selected as a speaker for the 2004 National Conference for Defined Contribution Plans through Pension & Investment magazine

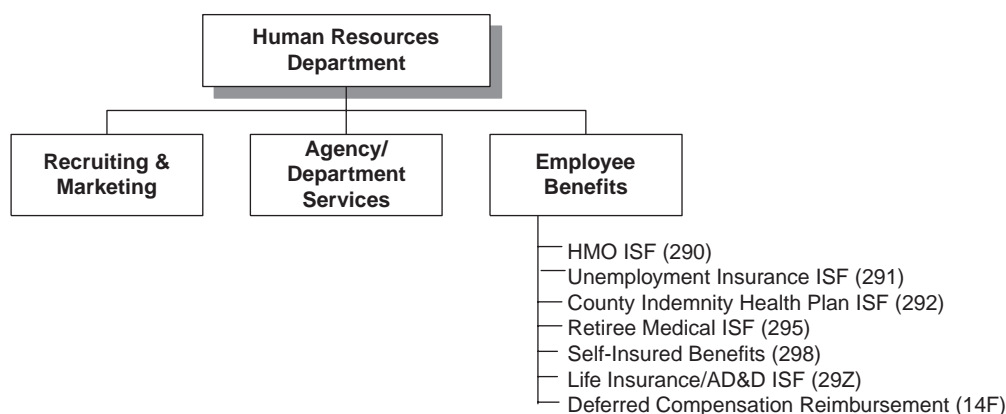
#### **CLASSIFICATION:**

- Provided "Basic Classification" training to Countywide HR professionals
- Established a Classification Working Group to advise HR Department staff on classification program improvements and policies
- Developed and distributed a Classification Handbook for Countywide HR staff and developed and implemented a classification study tracking system
- Developed methodology for classification system maintenance program
- Completed Countywide Paralegal study

#### **EQUAL EMPLOYMENT OPPORTUNITY:**

- Developed and implemented a new Countywide Absence Management Procedure that establishes the EEO Access Office as the central point of coordination and review for disability cases
- Evaluated and secured new and updated resources for the "EEO Update for Managers and Supervisors" training program

### **Organizational Summary**



## Human Resources Department -

**RECRUITMENT MANAGEMENT AND HR SYSTEMS DEVELOPMENT:** Leads major Countywide initiatives and projects associated with recruiting, succession/replacement planning and compliance with the County Selections Rules; develops and implements Countywide recruitment policies and procedures; develops and launches Countywide employee recruiting/marketing plans and serves as strategic resource for departments with unique recruiting issues; leads recruitments for key administrative and executive management positions and reviews/ coordinates Countywide management recruitment; champions research, development and implementation of Human Resources technical systems including on-line recruiting, internet/intranet site development and maintenance, and the HR component of the County's personnel and payroll system.

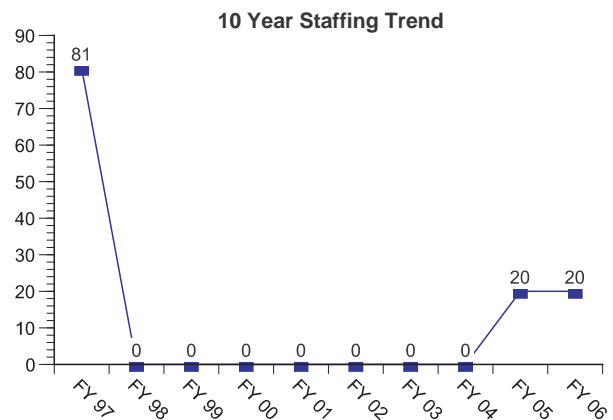
**EMPLOYEE BENEFITS:** Strategic partner with the Board of Supervisors, CEO/Employee Relations, CEO/Finance and departments in the development of Countywide benefits strategies; manages and monitors all employee and retiree benefits programs including those associated with medical, dental, disability, defined contribution, unemployment insurance and Employee Assistance Program (EAP); negotiates and oversees provider and actuarial contracts; conducts research and makes recommendations on benefits related issues, alternatives and legislation; develops, initiates and administers benefits related technical systems.

**ADMINISTRATION AND SERVICES:** Maintains the County's classification system; reviews and approves classification and pay actions requiring HR Director authorization and prepares recommendations and actions requiring Board of Supervisor approval; coordinates Countywide workforce planning; audits personnel and recruiting systems transactions for compliance with policies and procedures; manages HR related contracts and programs including Department of Transportation and related Drug Testing, DMV Pull Notice; Employment Verification, Department of Justice Fingerprinting and Classification Consultants; provides administrative services to HR Department including office support, budget preparation, purchasing and HR support; classification and human relations services.

**VOLUNTEER/INTERN SERVICES:** Provides marketing, recruiting, recognition, and consulting support to Countywide volunteer and intern programs; recommends and implements County policies and procedures supporting Countywide intern and volunteer programs; serves as central contact for Countywide programs.

**EQUAL EMPLOYMENT OPPORTUNITIES:** Manages compliance of County EEO policies and procedures; consults with departments on case issues and mandated disability related interactive process; provides liaison to State and Federal regulatory agencies on case resolution; counsels employees with concerns/complaints relative to EEO issues; coordinates Countywide EEO training programs; coordinates annual filing of County EEO statistics with regulatory agencies and reviews/comments on HR and EEO legislation.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- FY 04/05 - As a result of the CEO reorganization, the Human Resources function and an accompanying 20 positions (plus 11 Employee Benefits positions) formed the new department in FY 04-05.
- FY 05/06 - Position count remains at 20 (plus 11 Employee Benefits positions).

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

Support CEO in the implementation and management of a succession plan, while at the same time offering guidance to agencies/departments as they reevaluate their organizations, align knowledge retention and tasks in an effort to reduce overall County costs.

Support CEO as needed in the implementation of an employee satisfaction survey.

### Changes Included in the Base Budget:

HR has not added any new programs. In order to keep costs down for FY 05-06, department will not budget funding for executive recruiting or County-wide classification studies.

### Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	Brass Ser.
<b>ADD 1 OFFICE TECHNICIAN POSITION</b> Amount: \$ 37,392	1 Office Tech for various office support duties.	Support Virtual Employment Center clients; process ID cards; fingerprint; sort and distribute mail.	250

### Final Budget History:

Sources and Uses	FY 2003-2004 Actual Exp/Rev	FY 2004-2005 Budget	FY 2004-2005 Actual Exp/Rev <sup>(1)</sup>	FY 2005-2006 Final Budget	Change from FY 2004-2005 Actual	
		As of 6/30/05	As of 6/30/05		Amount	Percent
Total Positions	0	20	20	20	0	0.00
Total Revenues	0	4,000	13,045	4,000	(9,045)	-69.33
Total Requirements	0	2,211,565	2,028,525	2,365,269	336,744	16.60
Net County Cost	0	2,207,565	2,015,480	2,361,269	345,789	17.15

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2004-05 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Human Resources Department in the Appendix on page page 510

### Highlights of Key Trends:

■ During the 2005-06 fiscal year, the Department will work with the Board, the CEO, CEO/Employee Relations, Agency/Department Heads, and HR Managers to improve communication and coordination on HR issues, programs, services and priorities. This will be accomplished through the collaborative development of a Strategic HR Plan and a related work plan that aligns HR program, service and policy priorities with resources and the County's business objectives.

■ Programmatically, there will be a focus on: marketing the County as an "Employer of Choice," succession planning, developing and refining technical systems and procedures to improve efficiency and customer service, working with stakeholders to identify cost-saving opportunities within the County's Benefits programs, improving audit protocols to better ensure Countywide legal and policy compliance, providing resources and support to ensure Countywide EEO compliance, and supporting the County's use of volunteers and interns through marketing, coordination and the management recognition programs.

## Budget Units Under Agency Control:

No.	Agency Name	Human Resources Department
054	Human Resources Department	2,365,269
056	Employee Benefits	2,151,678
14F	Deferred Compensation Reimbursement (HR)	2,072,395
290	Health Maintenance Organization Health Plans ISF	84,927,391
291	Unemployment Insurance Internal Service Fund	8,455,314
292	Self-Insured PPO Health Plans ISF	67,136,334
295	Retiree Medical Internal Service Fund	61,047,611
298	Self-Insured Benefits Internal Service Fund	8,387,302
29Z	Life Insurance Internal Service Fund	1,161,125
	Total	237,704,419

## 059 - CLERK-RECORDER

### Operational Summary

#### Mission:

The Clerk-Recorder Office's mission is to provide a reliable repository for public records and to provide efficient service to the public in a way that exemplifies the highest standard of courtesy, cost effectiveness, and ethical performance. Public records will be readily accessible to citizens/taxpayers in a convenient manner while safeguarding confidentiality and the security of those records.

#### Strategic Goals:

- Provide prompt and reliable service to the public.
- Enhance public records accessibility.
- Safeguard security over the public's records.

#### Key Outcome Indicators:

Performance Measure	2004 Business Plan Results	2005 Business Plan Target	How are we doing?
<b>CONTINUE CUSTOMER SATISFACTION SURVEYS WHICH RATE OVERALL VALUE OF OUR SERVICE TO THE PUBLIC.</b> <b>What:</b> Survey forms measure customer satisfaction and ensure we are addressing customer needs. <b>Why:</b> Quality customer service is our top priority.	Survey results are 99% above standard.	Survey results are targeted to be at least 99% above standard.	The Orange County Clerk-Recorder's Office provides the highest level of service at the lowest cost-per-service unit of any major county in California.
<b>THE NUMBER OF DOCUMENTS UTILIZING ELECTRONIC RECORDING.</b> <b>What:</b> This measurement provides higher levels of transactions with minimal staffing increases. <b>Why:</b> Public has access to recorded documents within short timeframes.	367,441 documents using electronic recording were processed.	600,000 documents are targeted to use Electronic Recording.	Documents submitted via Electronic Recording are recorded within one-two hours of submittal.
<b>NUMBER OF RECORDS CONVERTED TO ALTERNATE MEDIA TO ENSURE EASE OF ACCESS AND PRESERVATION AND SAFETY.</b> <b>What:</b> This measurement is a tool to evaluate efforts to provide access and safeguard the public's records. <b>Why:</b> To provide added security to public records now and for future retrieval.	4 million recordable/vital record images transferred from microfilm to digitized images.	Over 10 million official records targeted for processing to digital images.	The Office's technology plan enhancements are on track and priority continues to be placed on security of records.

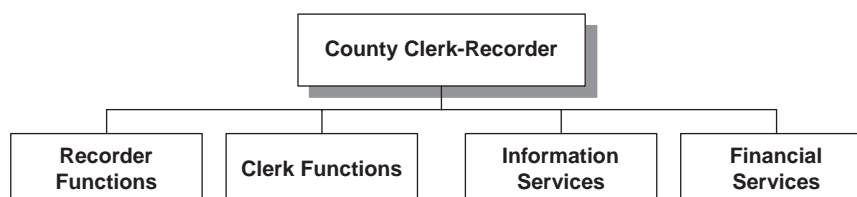
#### At a Glance:

Total FY 2004-2005 Actual Expenditure + Encumbrance:	8,022,799
Total Final FY 2005-2006	10,240,360
Percent of County General Fund:	0.39%
Total Employees:	102.00

## FY 2004-05 Key Project Accomplishments:

- Department implemented the following during FY 04-05:
- E-Marriage License Application System. This system allows customers to complete a Marriage License application from the Internet. The system reduces staff data entry by 95%. The average time to apply for a marriage license has been dramatically reduced from 20 minutes to 5 minutes.
- Automated Oath of Office System. This system contains an imaging and database system to manage the business process of filing, retrieving, tracking, maintaining and printing of Oath of Office documents. This allows staff and the public to search the database and retrieve electronic copies of the image. Prior to implementing the system the process was completely manual using paper documents, manual sorting, filing and retrieving. Significant staff hours have been saved with the implementation of this system.
- Automated Notary Public Registration System. This system contains an automated database and imaging component for the registration and archival of various Notary Public registration forms. The system also includes e-pad signature technology, which captures the Notary's signature and stores it for future use.
- E-Notary Application System. This system allows customers to complete a Notary Public application on the Internet. The data is collected and imported into the E-Notary System. The system reduces staff data entry by 95%. The average time to register a Notary Public has been dramatically reduced from 20 minutes to 8 minutes.
- Clerk-Recorder converted approximately 81,000 Confidential Marriage Licenses from paper to TIFF image. This enhances and accelerates the retrieval, handling and processing time involved in issuing a certified copy from 20 minutes to 6 minutes.
- Department converted the following during FY 04-05:
- Approximately 1.8 million official record images from microfilm to TIFF image.
- Approximately 9,469 Oath of Office filings from paper to TIFF image. This enhances and accelerates the retrieval, handling and processing time involved in issuing a copy from 15 minutes to 5 minutes.
- Grantor/Grantee index for 1970-1978 from microfiche to a digital format. This enhances and accelerates the retrieval, handling and processing time involved in locating a record from 20 minutes to 5 minutes.
- In 2004, the Archives prepared and displayed three collections entitled "Orange County in the Great War", "The Orange County Civic Center - Past & Present", and "The Orange County Archives" which included a general overview of our entire collection.
- Archives also assisted 1,035 research visitors and responded to over 2,000 telephone and e-mail inquiries.
- The Archives also presented two public seminars at the Old Courthouse. One was titled "Digging for Orange County's Buried Treasures", which was a basic overview and tour of the Archives. The second was titled "Researching Orange County's Hispanic Heritage", which provided information of how many of the cities in the county got their names and how to use the Archives for genealogy research.

## Organizational Summary





**County Clerk-Administration** - The Clerk-Recorder is an elected official who, with the administrative staff, directs the activities of the department in satisfying the needs of the public regarding the recordation of various real property documents, filing of birth, death and marriage records, issuing marriage licenses, and filing Fictitious Business Names and other documents.

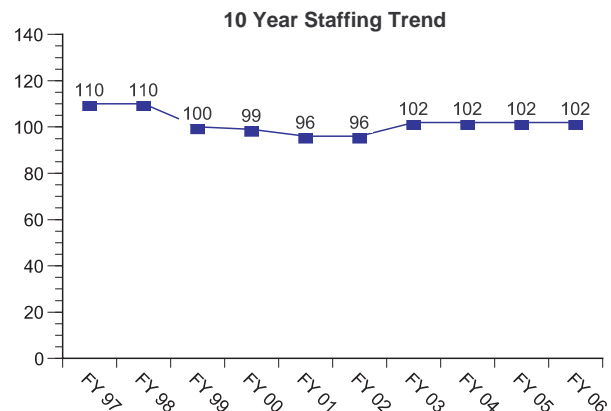
**Recorder Functions** - This division assists the public and title companies in recording documents pertaining to real property transactions. Included in this process is the examination of documents to determine recordability, recording and indexing documents, and optically imaging all recorded documents for storage and retrieval.

**Clerk Functions** - This division is responsible for issuing marriage licenses and performing civil wedding ceremonies. It also registers Notary Publics, Process Servers, Professional Photocopiers, and Unlawful Detainer Assistants; files documents related to Fictitious Business Name registrations and Environmental Impact Reports; and produces copies of recorded documents and issues birth, death, and marriage certificates. The Archives division identifies, collects, preserves, arranges, maintains records of historical significance relevant to the County and County government, and educates the public as to their use. The Archives serves as both a repository for these unique documents and as a resource center open to the public.

**Information Services** - This division provides technical and user support for all automated systems within the department. Staff provides short and long term automation planning, systems installation, user training, systems maintenance, and telecommunications support.

**Financial Services** - This division is responsible for the fiscal integrity of the department through the assessment of funding needs and fiscal issues that may impact department activities. This includes budget planning, development, monitoring and implementation; oversight of expenditures and revenues; purchasing and deposit of funds.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- No new positions were added in FY 2005-2006.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

The Clerk-Recorder's Office will continue to review costs of operation, maximize service to the public, and contribute revenues in excess of expenses to the County General Fund.

### Changes Included in the Base Budget:

During the 3rd Quarter of FY 04-05, one (1) Limited-Term Office Specialist position that had temporarily been filled with an Executive Assistant position was deleted, and one (1) permanent Executive Assistant position was added.

## Final Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual Exp/Rev	Budget As of 6/30/05	Actual Exp/Rev <sup>(1)</sup> As of 6/30/05		Actual Amount	Percent
Total Positions	102	102	102	102	0	0.00
Total Revenues	22,171,241	16,902,530	16,651,885	16,490,776	(161,109)	-0.96
Total Requirements	8,446,426	10,001,867	8,756,462	10,240,360	1,483,898	16.94
Net County Cost	(13,724,814)	(6,900,663)	(7,895,423)	(6,250,416)	1,645,007	-20.83

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2004-05 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Clerk-Recorder in the Appendix on page page 518

## Budget Units Under Agency Control:

No.	Agency Name	County Clerk- Administration	Recorder Functions	Clerk Functions	Information Services	Financial Services	Total
059	Clerk-Recorder	3,618,223	2,971,552	1,229,195	1,936,685	484,705	10,240,360
12D	Clerk Recorder's Special Revenue Fund	6,008,500	0	0	0	0	6,008,500
	Total	9,626,723	2,971,552	1,229,195	1,936,685	484,705	16,248,860

## 12D - CLERK RECORDER'S SPECIAL REVENUE FUND

### Operational Summary

#### Description:

The Clerk-Recorder Special Revenue Fund was established in FY 04/05 to better control specific revenues generated from services provided. The Fund is 100% revenue off-set by fees paid from recordation of real property transactions and from the collection of certified copy requests of birth, death, and marriage records.

#### At a Glance:

Total FY 2004-2005 Actual Expenditure + Encumbrance:	
Total Final FY 2005-2006	6,008,500
Percent of County General Fund:	N/A
Total Employees:	.00

**Enhancement Fund To Clerk-Recorder** - Mandated by Government Code 27361 to maintain/improve the Department's information technology including recovery of all operating costs from Information Systems staffing. Revenue is generated from the recordation of real property transactions.

**Health Statistics Fund To Clerk-Recorder** - Mandated by Health and Safety Code 103625(f) requires the Clerk-Recorder to collect fees for the purpose of modernization of vital record operations and improvements in the collection and analysis of health-related birth and death certificate information. Revenue is generated from the collection of certified copy requests of birth, death, and marriage records.

**Micrographics Fund To Clerk-Recorder** - Mandated by Government Code 2736.4 for the Clerk-Recorder to specifically convert document storage system to micrographics. Although no new revenue is being generated due to all conversions having been completed, balance of account will exist in order to maintain/improve recordation of vital information.

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2003-2004 Actual Exp/Rev	FY 2004-2005		FY 2004-2005		Change from FY 2004-2005	
		Budget As of 6/30/05	Actual Exp/Rev <sup>(1)</sup> As of 6/30/05	FY 2005-2006 Final Budget	Actual	Amount	Percent
Total Revenues	0	14,051,200	14,337,515	6,008,500		(8,329,015)	-58.09
Total Requirements	0	14,051,200	13,451,200	6,008,500		(7,442,700)	-55.33
Balance	0	0	886,315	0		(886,315)	-100.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2004-05 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Clerk Recorder's Special Revenue Fund in the Appendix on page page 573

#### Highlights of Key Trends:

- The \$1,225,000 Projected Expenditure is anticipated to be used to fund information technology in Agency 059 - Clerk-Recorder.

## 074 - TREASURER-TAX COLLECTOR

### Operational Summary

#### Mission:

To provide efficient and effective investment, cash management and property tax collection services for the County, cities, special districts and school districts.

#### Strategic Goals:

- Manage and preserve the investment of all service recipient funds.
- To collect all property taxes for service recipients in accordance with applicable laws.

#### Key Outcome Indicators:

Performance Measure	2004 Business Plan Results	2005 Business Plan Target	How are we doing?
<b>NET INVESTMENT RETURN.</b> <b>What:</b> Obtain a portfolio yield that meets or exceeds the 90-day US T-Bill and money market benchmarks. <b>Why:</b> To continue to provide safe, efficient and effective investment returns for our clients.	Interest rates remained at record lows. The Orange County Investment Pool consistently beat the 90-day US T-Bill.	Increase participants' earnings during the fiscal year.	On target.
<b>ADMINISTRATION FEE CHARGED TO POOL PARTICIPANTS.</b> <b>What:</b> To charge the lowest administration fee possible. <b>Why:</b> To provide a modest investment return to pool participants with minimum administrative costs.	Administration Fee stayed at 12.50 basis points (i.e., 0.125%).	Administration Fee was reduced to 11.25 basis points, as of January 1, 2005 (i.e., 0.1125%), and will remain there.	10% reduction in the Administration Fee.
<b>RATING OF INVESTMENT POOLS.</b> <b>What:</b> Maintain highest rating. <b>Why:</b> To assure safest money market practices are being followed.	The Commingled and the Educational investment pools retained their highest credit ratings. Moody's: Aaa MR1; Fitch: AAA/V1+	Invest conservatively to maintain the investment pools credit ratings of: Moody's: Aaa MR1; Fitch: AAA/V1+	On target.
<b>STATE PROPERTY TAX COLLECTION RATES FOR SECURED AND UNSECURED PROPERTY.</b> <b>What:</b> Exceed state property tax collection rates for Secured & Unsecured prop by minimizing unpaid taxes. <b>Why:</b> To maximize collections in property taxes for service recipients and County General Fund.	Collection percentage ratings for Secured and Unsecured taxes exceeded state median. The County of Orange Secured tax collection improved from 98.7% to 98.9% with a ranking of 3rd in the State. And Unsecured tax collection improved from 15th to 11th with a 97.6% collection.	To continue to exceed the state median.	On target.

#### At a Glance:

Total FY 2004-2005 Actual Expenditure + Encumbrance:	12,340,285
Total Final FY 2005-2006	14,234,217
Percent of County General Fund:	0.54%
Total Employees:	95.00

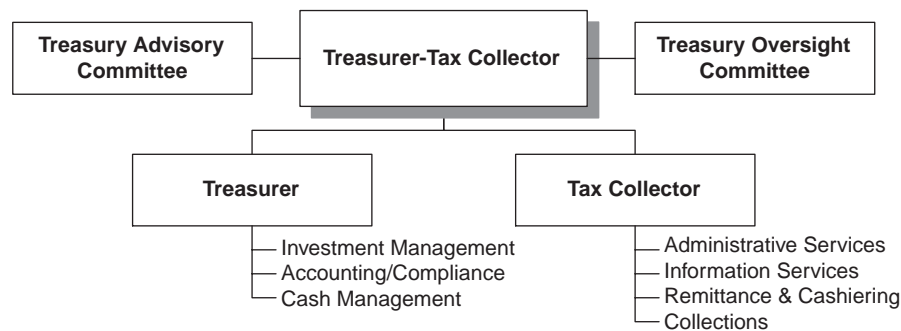
## Key Outcome Indicators: (Continued)

Performance Measure	2004 Business Plan	2005 Business Plan	How are we doing?
	Results	Target	
<b>ELECTRONIC PAYMENTS.</b> <b>What:</b> Increase the number and amount of electronic tax payments received as a% of the taxes collected. <b>Why:</b> To reap the benefits of this payment method (i.e., cost effectiveness, efficiency, time savings).	Increased dollars collected electronically from 12% to 13% and the number of transactions paid electronically increased from 4% to 5%.	To increase electronic payments of taxpayers with tax liabilities equal to or greater than \$25,000.	On target.

## FY 2004-05 Key Project Accomplishments:

- Completed the implementation of a new Automated Call Distribution system in conjunction with the implementation of a new Interactive Voice Response system that provides screen "pop-up" functionality.
- Completed negotiations for the purchase of a new software tool to manage requirements, design, development, and testing for a new property tax application.
- Improved network and system security as follows: 1) All Windows 9X PCs were upgraded to Windows 2000 or XP. 2) All Windows NT servers were upgraded to Windows 2000 Server or Windows 2003 Server.
- Obtained new skip tracing software that will allow the department to subscribe to a nationwide service for locating debtors.
- Reduced the administration fee, that is charged to the Investment Pool Participants, to 11.25 basis points from 12.50 basis points, as of January 1, 2005.
- Retained the following credit ratings on the Commingled and Educational investment pools: Aaa MR1 (Moody's) and AAA/V1+ (Fitch).
- Supplemental Delinquent Tax Bill Collection Program implemented utilizing funds from the State AB 589 Grant. Two Limited-Term Tax Compliance Officers were hired and two Limited-Term Office Assistant positions were approved.

## Organizational Summary



**Treasurer-Tax Collector** - Provides centralized treasury and tax collection services for the County of Orange.

**Treasurer** - Responsible for the receipt, custody, depository, investment and recording of funds for the County, school districts and special districts. Responsibilities also include issuance of short-term debt on behalf of the County and school districts. In addition, this office acts as trustee in connection with unclaimed property and is responsible for the issuance, billing, collection, redemption and foreclosure of improvement bonds.

**Investment Management:** Provide portfolio management, broker/dealer relations, investment/economic research, and liaison for oversight committees and custody relation services.

**Cash Management:** Provide bank-related services and relationship management, cash optimization and forecasting, and financial electronic commerce solutions.

**Accounting/Compliance:** Provide financial reporting, fund accounting, general ledger reconciliations, bank reconciliations, investment accounting and compliance services, and accounting for unclaimed monies.

**Tax Collector** - Responsible for collecting taxes on all Secured and Unsecured property in Orange County. This office is also responsible for the sale of property subject to the "power to sell," formerly known as delinquent tax deeded property. In addition to collecting property taxes, the Tax Collector's Office collects Annual Racehorse Taxes, Transient Occupancy Taxes and Public Defender judgments.

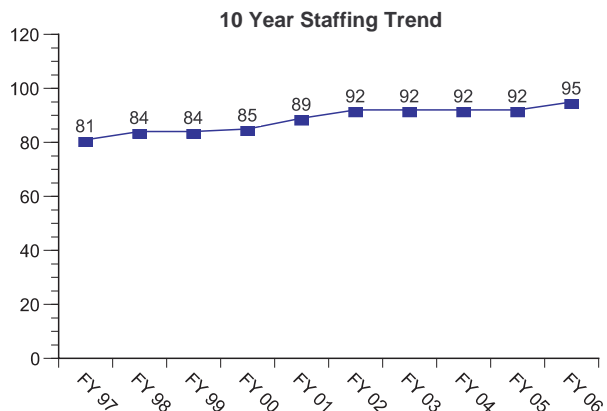
**Collections:** Provide centralized tax compliance services for Delinquent Unsecured tax collections, Prior Year Secured property tax collections, Public Defender judgment collections, public information services, property tax problem payment processing and general correspondence.

**Remittance & Cashiering:** Provide automated remittance processing for all property tax rolls, refund accounting, tax roll accounting and cashiering for the Treasurer.

**Administrative Services:** Provide tax roll reconciliations, purchasing, contract administration, human resources, payroll services, budget, facility operations, telephone and network services for the Treasurer and Tax Collector Offices.

**Information Technology:** Provide systems development and maintenance support for numerous Treasurer-Tax Collector applications required for the depositing, accounting and collecting of funds.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- As a result of the reorganization plan approved for the department, effective November 12, 2004, staffing level has decreased by a net of one position. In addition, 2 Limited-Term Tax Compliance Officers were added as part of the FY 04-05 1st Quarter Budget Report, and 2 Limited-Term Office Assistant positions were approved with the FY 04-05 3rd Quarter Budget Report, to assist with the collection of Delinquent Unsecured Supplemental Tax bills. All four of these positions are funded by the State AB 589 - Property Tax Administration Grant Program. The department anticipates eliminating one position during FY 05-06 due to the increased acceptance of electronic payment methods by taxpayers.
- Despite the modest increase in staffing during this time, as workloads have continued to grow (the number of real property tax bills increased to over 792,000), the department has continued to excel in providing efficient and effective investment, cash management and property tax collection services for the County, cities, special districts and school districts, as evidenced by the following: 1) The highest ratings, Aaa MR1 (Moody's) and AAA/V1+ (Fitch), continue to be maintained for the investment pools; and 2) Collection percentage ratings for the Secured and Unsecured tax rolls continue to exceed the State median.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

The Treasurer-Tax Collector will continue to pursue all major year 2005 service plan goals in support of County strategic priorities. The department will also continue to provide an effective, responsive and competitive organizational and operating structure. Staff will work diligently to meet our core business responsibilities of collecting and investing, while supporting the successful implementation of new corporate programs.

### Changes Included in the Base Budget:

Significant changes in the base budget include: a) Increase in Salaries and Employee Benefits by \$274,860, which is primarily attributed to increased Retirement costs, and the payoff of Annual Leave balances to employees who will be retiring in FY 2005-2006; b) Increase in Services and Supplies by \$394,304, which is primarily due to increased costs for Merchant Services; c) Two Limited-Term Tax Compliance Officers were hired and two Limited-Term Office Assistant positions were approved to work on the Supplemental Delinquent Tax Bill Collection Program, which will be funded from the State AB 589 - Property Tax Administration Grant Program.

### Final Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual Exp/Rev	Budget As of 6/30/05	Actual Exp/Rev <sup>(1)</sup> As of 6/30/05	Final Budget	Actual Amount	Percent
Total Positions	92	95	95	95	0	0.00
Total Revenues	9,671,890	9,868,159	8,766,137	10,507,422	1,741,285	19.86
Total Requirements	12,912,626	13,500,604	12,342,418	14,234,217	1,891,799	15.32
Net County Cost	3,240,736	3,632,445	3,576,281	3,726,795	150,514	4.20

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2004-05 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Treasurer-Tax Collector in the Appendix on page page 535

### Highlights of Key Trends:

- The Treasurer-Tax Collector is an administrative function that is task-oriented. The department expects its investment results to consistently outperform its bench-

marks, and will continue to provide its constituents with efficient and effective investment, cash management and property tax collection services.

### Budget Units Under Agency Control:

No.	Agency Name	Treasurer-Tax Collector	Treasurer	Tax Collector	Total
074	Treasurer-Tax Collector	422,986	4,811,126	9,000,105	14,234,217
107	Remittance Processing Equipment Replacement	391,866	0	0	391,866
	Total	814,852	4,811,126	9,000,105	14,626,083

# 107 - REMITTANCE PROCESSING EQUIPMENT REPLACEMENT

## Operational Summary

### Description:

Establish reserves for the replacement of Remittance Processing Equipment.

### At a Glance:

Total FY 2004-2005 Actual Expenditure + Encumbrance:	2,034
Total Final FY 2005-2006	391,866
Percent of County General Fund:	N/A
Total Employees:	.00

## Budget Summary

### Final Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual Exp/Rev	Budget As of 6/30/05	Actual Exp/Rev <sup>(1)</sup> As of 6/30/05	Final Budget	Actual Amount	Percent
Total Revenues	439,569	344,321	170,585	391,866	221,281	129.71
Total Requirements	318,073	344,321	204,423	391,866	187,443	91.69
Balance	121,496	0	(33,838)	0	33,838	-100.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2004-05 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Remittance Processing Equipment Replacement in the Appendix on page page 550



## 079 - INTERNAL AUDIT

### Operational Summary

#### Mission:

The mission of the Internal Audit Department (IAD) is to provide highly reliable, independent, objective evaluations and business and financial advisory services to the Board of Supervisors and County management to assist them with their important business and financial decisions, and to protect and safeguard the County's resources and assets.

#### At a Glance:

Total FY 2004-2005 Actual Expenditure + Encumbrance:	2,156,110
Total Final FY 2005-2006	2,481,091
Percent of County General Fund:	0.09%
Total Employees:	22.00

#### Strategic Goals:

- Assist the Board of Supervisors and County management in ensuring the County's assets and resources are safeguarded; the County's accounting and financial reporting is timely and accurate, the County's management has timely information and critical analysis for its business and economic decisions.
- Provide professional attestation, assurance and confidence to our clientele on the County's internal controls, accounting records and its financial and business operations through our published audit reports and reviews.

#### Key Outcome Indicators:

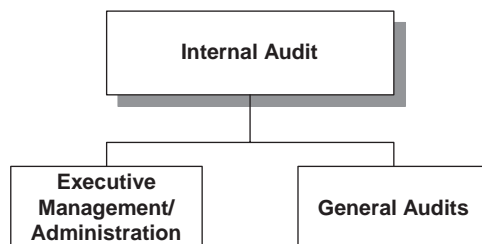
Performance Measure	2004 Business Plan Results	2005 Business Plan Target	How are we doing?
<b>DEFALCATIONS OF COUNTY RESOURCES.</b> <b>What:</b> Defalcation of County funds and cash losses in County departments or agencies. <b>Why:</b> Defalcation of funds bring on bad publicity and weaken public confidence in County operations.	The County should not have a defalcation or reported cash loss exceeding \$50,000.	The County will not have defalcation of funds or cash losses exceeding \$50,000.	The County did not have a defalcation of funds or cash losses exceeding \$50,000 last year.
<b>USEFULNESS OF OUR REPORTS AND CLIENT SATISFACTION.</b> <b>What:</b> Measures the value of our report product by the implementation of recommendations. <b>Why:</b> Provides clients with information on safeguarding County's assets and making business decisions.	With few exceptions, we expect management to implement IAD control recommendations. Overall IAD anticipates positive customer feed back.	Maintain Follow Up report status for Quarterly Audit Oversight Committee (AOC) meetings and maintain customer surveys and high-level satisfaction rating.	With few exceptions, our control recommendations were addressed by management and implemented.

#### FY 2004-05 Key Project Accomplishments:

- During 2004, Internal Audit completed all audit goals for our core audit activity in departmental control reviews, attestation services and mandates, information technology, control self-assessment, and compliance. We also performed two special requests in the following departments: Superior Court-Domestic Violence Revenues and County Executive Office's new Cell Phone Guidelines.

- In addition we successfully passed two Peer Reviews based on the IIA standards and Government Auditing Standards (Yellow Book). The peer review firms found the Internal Audit Department to be in compliance with professional standards. The peer review firms also reported no material weaknesses or reportable conditions (i.e. they had no findings). The Comptroller General of the United States in their published Government Auditing Standards requires that a peer review be conducted once every three years.

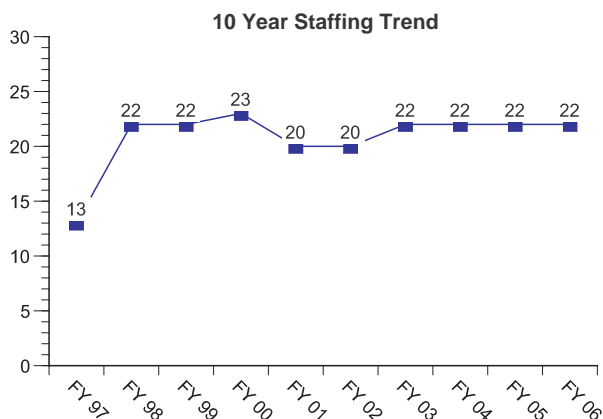
## Organizational Summary



**Executive Management** - The Executive Management/Administration team provides fiscal management, procurement and human resources, system security and technical services support, leadership, management oversight and direction to Internal Audit function.

**General Audits** - This is the core function of the department and consists of sixteen professional audit staff.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- The Internal Audit Department was established as a separate department independent of the County Auditor-Controller by Board Resolution dated April 25, 1995. Arthur Andersen L.L.P. was contracted at that time by the County to manage the Internal Audit function until a permanent director could be recruited. In 1997, a director was appointed and eight additional positions were added; in 1999 one Staff Analyst position was added; in 2000, two positions were eliminated in the Information Systems Auditing function and outsourced to consultants; additionally, two Auditor II positions were exchanged for one Senior Auditor I. In 2001, two auditor positions were added for integrated audits of specifically focused issues in the Countywide Accounting and Personnel System (CAPS).

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

Internal Audit, through its Business Plan, is aligned with the County's strategic priorities and assists in their accomplishment.

## Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	Brass Ser.
<b>INCREASE APPROPRIATIONS TO MAINTAIN CURRENT LEVEL OF AUDIT SERVICES</b> Amount:\$ 238,480	Restores funding for critical audit areas such as information technology and special Board requests.	Maintain current level of audit services and complete the annual audit plan.	1921

## Final Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual Exp/Rev	Budget As of 6/30/05	Actual Exp/Rev <sup>(1)</sup> As of 6/30/05	Final Budget	Actual Amount	Percent
Total Positions	22	22	22	22	0	0.00
Total Revenues	35,575	88,800	81,278	37,440	(43,838)	-53.93
Total Requirements	2,081,137	2,362,040	2,077,967	2,481,091	403,124	19.39
Net County Cost	2,045,562	2,273,240	1,996,689	2,443,651	446,962	22.38

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2004-05 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Internal Audit in the Appendix on page page 537

## Highlights of Key Trends:

- The Internal Audit Department is adjusting its annual Audit Plan to assist County management in addressing the impact of budget reductions as a result of state defi-

cits. In addition, we will evaluate the effect of retirements on internal controls and issues of economy and efficiency.

## Budget Units Under Agency Control:

No.	Agency Name	Executive Management	General Audits	Total
079	Internal Audit	822,645	1,658,446	2,481,091
	Total	822,645	1,658,446	2,481,091

